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Financing of the United Nations Operation in Côte d'Ivoire

Budget for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Operation in Côte d'Ivoire (UNOCI) for the period from 1 July 2009 to 30 June 2010, which amounts to $505,799,500.

The budget provides for the deployment of 200 military observers, 7,250 military contingent personnel, 450 United Nations police officers, 750 formed police units personnel, 479 international staff, 723 national staff, 301 United Nations Volunteers, 8 Government-provided personnel, 5 international temporary positions and 7 national temporary positions.

The total resource requirements for UNOCI for the financial period from 1 July 2009 to 30 June 2010 have been linked to the Operation's objective through a number of results-based frameworks, organized according to components (ceasefire; disarmament, demobilization, reintegration, repatriation and resettlement; humanitarian and human rights; peace process; law and order; and support). The human resources of the Operation in terms of the number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole.

The explanations of variances in resource levels, both human and financial, have been linked, where applicable, to specific outputs planned by the Operation.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2007/08)*	*Apportionment (2008/09)*	*Cost estimates (2009/10)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	239 470.0	231 655.6	232 578.8	923.2	0.4
Civilian personnel	87 650.2	91 594.7	108 806.8	17 212.1	18.8
Operational costs	138 151.8	152 152.3	164 413.9	12 261.6	8.1
Gross requirements	**465 272.0**	**475 402.6**	**505 799.5**	**30 396.9**	**6.4**
Staff assessment income	9 009.1	9 754.0	9 969.1	215.1	2.2
Net requirements	**456 262.9**	**465 648.6**	**495 830.4**	**30 181.8**	**6.5**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**465 272.0**	**475 402.6**	**505 799.5**	**30 396.9**	**6.4**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2008/09	—	—	—	—	27	12	—	1	—	**40**
Proposed 2009/10	—	—	—	—	25	13	—	1	—	**39**
Components										
Ceasefire										
Approved 2008/09	200	7 915	—	—	5	2	—	—	—	**8 122**
Proposed 2009/10[d]	200	7 915	—	—	5	2	—	—	—	**8 122**
Disarmament, demobilization, reintegration, repatriation and resettlement										
Approved 2008/09	—	—	—	—	10	5	—	—	—	**15**
Proposed 2009/10	—	—	—	—	9	5	—	—	—	**14**
Humanitarian and human rights										
Approved 2008/09	—	—	—	—	31	57	—	22	—	**110**
Proposed 2009/10	—	—	—	—	29	62	—	22	—	**113**
Peace process										
Approved 2008/09	—	—	—	—	59	79	2	160	—	**300**
Proposed 2009/10	—	—	—	—	57	79	2	160	—	**298**
Law and order										
Approved 2008/09	—	—	450	750	18	22	—	4	8	**1 252**
Proposed 2009/10	—	—	450	750	18	22	—	4	8	**1 252**
Support										
Approved 2008/09	—	—	—	—	343	537	10	114	—	**1 004**
Proposed 2009/10	—	—	—	—	336	540	10	114	—	**1 000**
Total										
Approved 2008/09	200	7 915	450	750	493	714	12	301	8	**10 843**
Proposed 2009/10	200	7 915	450	750	479	723	12	301	8	**10 838**
Net change	—	—	—	—	**(14)**	**9**	—	—	—	**(5)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] Represents highest level of authorized strength. On 31 October 2009, the reduction in the UNOCI force of one battalion will take place.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Operation in Côte d'Ivoire (UNOCI) was established by the Security Council in its resolution 1528 (2004). The most recent extension of the mandate was authorized by the Council in its resolution 1865 (2009), by which the Council extended the mandate until 31 July 2009.

2. The Operation is mandated to help the Security Council achieve an overall objective, namely, re-establishing peace, security and long-term stability in Côte d'Ivoire.

3. Within this overall objective, UNOCI will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, described in the frameworks below. The frameworks are organized by component (ceasefire; disarmament, demobilization, reintegration, repatriation and resettlement; humanitarian and human rights; peace process; law and order; and support), which are derived from the mandate of the Operation.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Operation and the indicators of achievement indicate a measurement of progress towards such accomplishments during the budget period. The human resources of UNOCI in terms of the number of personnel have been attributed to the individual components, with the exception of the UNOCI executive direction and management, which can be attributed to the Operation as a whole. Variances in the number of personnel, compared to the 2008/09 budget, including reclassifications, have been explained under the respective components.

5. Pursuant to Security Council resolution 1865 (2009), the Operation will reduce its authorized military personnel from 8,115 to 7,450, and adjust the posture and configuration of the UNOCI force. This ensues the progress made by the Ivorian parties in the implementation of the peace and electoral processes. The adjustment will enable UNOCI to provide support to the Ivorian parties to implement the remaining tasks of the peace agreement, while maintaining the capability to respond to possible security challenges.

6. UNOCI is headed by the Special Representative of the Secretary-General at the Under-Secretary-General level, assisted by a Principal Deputy Special Representative and a Deputy Special Representative, both at the level of Assistant Secretary-General. The Deputy Special Representative also fulfils the role of Resident Representative for the United Nations Development Programme (UNDP) in Côte d'Ivoire. In addition to the Principal Deputy Special Representative and Deputy Special Representative, reporting directly to the Special Representative of the Secretary-General are the Force Commander, Chief of Staff, the Heads of the Political Affairs Section and the Security Section, and the Chief of the Communications and Public Information Office. The military operation is headed by a Force Commander at the D-2 level, and the United Nations police component is headed by a Police Commander at the D-1 level.

7. The offices reporting directly to the Principal Deputy Special Representative of the Secretary-General are: the Rule of Law, Judicial System and Prison Advisory

Section; the Human Rights Office; the Electoral Assistance Office; the Office of the Police Commissioner; and the Mission Support Division.

8. The Office of the Deputy Special Representative of the Secretary-General directs all programmatic activities which include: the Civil Affairs Section; the Child Protection Section; the HIV/AIDS Unit; the Gender Issues Unit; and the Disarmament, Demobilization and Reintegration Section.

9. The UNOCI headquarters is situated in Abidjan, with two regional field offices located in Bouaké (Sector East) and Daloa (Sector West), and a forward logistics base in Yamoussoukro. UNOCI provides administrative, logistical and technical support to the substantive, military and police personnel deployed at 14 locations in Abidjan, 20 locations in Sector East, and 24 locations in Sector West.

B. Planning assumptions and mission support initiatives

10. The Operation's requirements are driven by resolution 1865 (2009), in which the Security Council requested UNOCI to support the full implementation of the Ouagadougou Political Agreement and its Supplementary Agreements, including the fourth Supplementary Agreement. The Security Council requested, in particular, that the Operation continue to contribute to bringing the security needed by the peace process, including by supporting the disarmament, demobilization and reintegration programme and the disarmament and dismantling of militias, and by the electoral process, and also by providing technical and logistical support to the Independent Electoral Commission for the preparation and the holding of the elections. The Security Council also endorsed the recommendations contained in the nineteenth progress report of the Secretary-General on UNOCI (S/2009/21) which included a reduction in the UNOCI military force by one battalion from 8,115 to 7,450 military personnel. The Security Council also endorsed the following benchmarks introduced as preconditions for further drawdown of the UNOCI force: completion of credible disarmament, demobilization and reintegration of former combatants and dismantling of militias; successful completion of the elections; commencement of security sector reform, in particular confidence-building measures within a broader framework for democratic governance and oversight of the security sector, reunification of the army and establishment of functional and republican Ivorian armed forces and security services; and restoration of State authority throughout the country.

11. During the 2009/10 budget period, UNOCI will continue to focus on supporting the Ivorian parties and the Facilitator in their efforts to keep the peace process on track, and advancing the agenda for the effective disarmament of former combatants and dismantling of militias. UNOCI will work closely with the Facilitator to ensure that the parties agree on effective arrangements for the control of weapons placed in storage.

12. To augment the slow progress made in regrouping and demobilizing former combatants of the Forces nouvelles and in dismantling militias, UNOCI will undertake activities such as the implementation of quick disarmament, demobilization and reintegration micro projects to assist the Ivorian parties.

13. A key event in the budget period is the holding of legislative elections, expected to take place 45 days after the presidential elections. UNOCI will assist

this process by contributing to the establishment and maintenance of a secure environment for the elections, providing technical and logistical support for the electoral process and monitoring the progress made in the various processes leading to credible and transparent elections. The certification role performed by the Special Representative of the Secretary-General will further enhance the credibility of the electoral process.

14. In order to contribute to a secure environment for the elections, and considering the proposed drawdown mentioned in paragraph 10 above, the military component of UNOCI will continuously review and adjust its concept of operations to the evolving situation on the ground, and will work closely with the Licorne forces to assist the Ivorian parties in their efforts to devise plans for the reunification of the defence and security forces, including the police and gendarmerie, and provide, as stipulated in the fourth Supplementary Agreement to the Ouagadougou Agreement, the necessary mentoring and basic training to the Forces nouvelles elements eligible for reintegration into the defence and security forces.

15. With regard to law and order, UNOCI will help to enhance the riot control capabilities of the Ivorian police and gendarmerie. The fourth Supplementary Agreement, signed on 22 December 2008, stipulated that 4,000 Forces nouvelles elements, including the 600 police auxiliaries trained by UNOCI in 2005, join the Ivorian police and gendarmerie to provide security during the elections under the supervision of the Integrated Command Centre. UNOCI and the Licorne forces support the Integrated Command Centre through the provision of logistical support and assistance to its planning and coordination activities.

16. In support of the elections, UNOCI will also consult with the United Nations Mission in Liberia (UNMIL) on inter-mission arrangements, in the form of military and air capability support.

17. UNOCI will provide support to the economic recovery process pursued by the Government of Côte d'Ivoire through, inter alia, the provision of advice to the Government of Côte d'Ivoire.

18. UNOCI will support the authorities of Côte d'Ivoire in their efforts to complete other critical tasks, such as the redeployment of State administration and the restoration of State authority, including the judiciary, corrections and the rule of law, throughout the country. UNOCI will also continue to work with the United Nations country team, the World Bank and other international partners to promote social cohesion and community reconciliation and facilitate the delivery of humanitarian assistance and support for recovery, particularly in the northern and western regions of the country. It will promote the peace process through its public information capacity. UNOCI and partners will carry on their activities to promote and protect human rights and monitor the human rights situation in Côte d'Ivoire, focusing in particular on women and children, while also building the capacity of national institutions and civil society to promote and protect human rights. UNOCI will perform security-related tasks such as the protection of United Nations personnel, premises and installations, members of the Government and civilians, and the monitoring of the arms embargo. The Operation will also perform other mandated tasks relating to the facilitation of the free flow of goods and people.

19. To effectively support the full implementation of the Ouagadougou Political Agreement, and other tasks as described above, and also taking into account General Assembly requests to make greater use of national staff, UNOCI reviewed its staffing requirements to better align its staffing structure with the Operation's mandate. The outcome of the review is the proposed abolition in 2009/10 of 14 international posts to be replaced by 9 national posts.

20. In addition, UNOCI will build the capacity of national media institutions. As such, Radio ONUCI-FM intends to expand its coverage area to include new locations previously unreached, in an effort to sensitize the population as part of the peace process.

21. In continuing with the reorganization of camps in support of the Ouagadougou Political Agreement, the restoration of State administration, security enhancements and other infrastructure works carried out in 2008/09, the provision of hard wall and accommodation equipment for military contingents at troop redeployment sites in Adzope, Divo, Issia, Toulepleu (expansion), Bouna (relocation), is planned for 2009/10. UNOCI has closed 22 camps (Diourozon, Sucrivoire, Gohitafla, Logouale, Bonoufla, Blilequin, Zuan Hounien, Tiebissou, Brobo, Kouassi Kouassikro, Famienkro, Kossandougou, Totokro, Betie, Bania, Kokpingue, Sandegue, Adi Yapikro, M'Bahiakro, Djebonoua, N'Gattadolikro and Sakassou), opened 3 new camps (Dabakala, Boundiali and Adzope), and expanded 7 camps (Man, Duekoue, Zuenoula, Guiglo, Yamoussoukro, Bondoukou, Daukro). In addition, UNOCI handed over 2 camps to the Ivorian Government to facilitate the reinstatement of Government offices, and moved to new sites (Odienne and Seguela). Work is ongoing at the camp at Divo, procurement action is under way at the camp at Issia, and the implementation plan for 9 camps is yet to be decided.

22. As UNOCI enters the sixth year of operations, outstanding refurbishment on buildings and infrastructure which commenced in 2008/09 will continue, in particular, the upgrade and restoration of airfields, landing sites, and aviation fuel farms. The upgrade of the aviation fuel farms will include mechanisms for handling spilled fuel in a controlled manner so as to protect the environment. Construction of additional septic tanks and soak pits throughout the mission will effect better management of sewage and waste-water and help to protect the environment of the camps and surrounding areas.

23. The installation of the new aviation fuel farms will allow UNOCI to conduct air operations to areas of the country previously not accessible, in particular to the west and north of the country, by providing refuelling capabilities to aircraft and helicopters on air operations. This will result in increased efficiency of air operation activities through a reduction in flying hours for refuelling and the amount of fuel used.

24. Replacement of satellite earth stations for voice and data communications with microwave links is expected to achieve savings of $126,000 in the 2009/10 period.

25. The resource requirements for the 2009/10 period reflect an increase of 6.4 per cent compared with the 2008/09 period, which is attributable primarily to: (a) additional resources for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset by the elimination of requirements for mission subsistence allowance; and (b) increased requirements for recurrent operational

costs and the acquisition of prefabricated materials in the areas of facilities and infrastructure, air transportation, information technology and other supplies, services and equipment to sustain the Operation's deployment. The increased requirements are partly offset by the drawdown of the Operation's authorized military troop personnel and by reduced non-recurrent costs, including acquisition of equipment, freight, services and related costs, as the Operation moves progressively towards the fulfilment of its mandated tasks.

26. Pursuant to General Assembly resolution 63/250, the proposed 2009/10 budget reflects the conversion to the Field Service category of 35 international General Service posts and 18 Security Service posts approved for the 2008/09 period, without change in functions.

C. Regional mission cooperation

27. The three missions in West Africa, UNOCI, UNMIL and the United Nations Integrated Peacebuilding Support Office in Sierra Leone (UNIPSIL) as well as the United Nations Office for West Africa (UNOWA), continue to work together and cooperate in a number of areas, including: joint border patrols with UNMIL to prevent cross-border movement of irregular armed groups and weapons; organizing joint training programmes between UNOCI and UNMIL, which are also attended by other missions; maintaining a terrestrial microwave connectivity with UNMIL in addition to establishing leased line connectivity to three major cities in Côte d'Ivoire to enhance service quality and speed and achieve savings from unused satellite bandwidth; and the sharing of air assets among the missions.

28. The Operation will continue to support UNOWA Aviation Cell based in Dakar by providing UNOWA with full management support for its light passenger aircraft. For the period from July 2007 to June 2008, the Operation completed a total of 289 flight hours, representing a substantive part of the UNOCI normal aviation operations. The flights were of different types including VIPs, logistics, liaison and MEDEVAC/CASEVAC. The trend is expected to continue in the 2009/10 period and the aviation service provided by UNOCI will continue to be provided on a cost-recovery basis.

D. Partnerships, country team coordination and integrated missions

29. The Operation holds meetings once a month at the managerial level (the Strategic Coordination Group) and twice a month at the technical level with the United Nations country team. The Group is composed of the senior management from both the United Nations country team and UNOCI and is led by the Deputy Special Representative of the Secretary-General. The objective of the monthly meetings of the Group is to provide political orientation and make strategic decisions in support of the execution of the overall plan of the United Nations in Côte d'Ivoire. Under the chairmanship of the Deputy Special Representative of the Secretary-General, some of the UNOCI civilian components were involved in the preparation of the United Nations Development Assistance Framework for 2009-2013.

30. UNOCI will continue to support the transition from humanitarian to early recovery phase. An initiative is under way with the Office for the Coordination of

Humanitarian Affairs (OCHA) and the United Nations Development Programme (UNDP) to establish joint sub-offices in the field, at Guiglo and Korhogo. The joint sub-offices will merge the positions of the heads of the sub-offices for OCHA and UNDP, and through a cost-sharing agreement between UNDP and OCHA, the sub-offices will integrate the financial, human and logistical resources from United Nations agencies, funds and programmes and the Operation in order to maximize their impact in the field.

31. Monthly meetings of the United Nations Communications Group on "Communicating as One" and other aspects, such as joint celebration of United Nations-related anniversaries, website issues and communications strategy matters, will continue. These meetings are co-chaired by the UNOCI Public Information Office and UNDP, and attended by the United Nations country team communications focal points. Other key sections of the Operation will continue to hold seminars, training sessions, and joint programme activities in collaboration with members of the United Nations country team in their respective areas. At the operational level, regular monthly meetings will be held to discuss operational issues and areas for synergy to obtain efficiency gains and economies of scale, such as establishing joint long-term agreements with various vendors providing similar services to the United Nations system.

32. The Operation continues to provide support to the United Nations country team in a number of areas such as the use of air assets, ground transportation for the distribution of scholastic material and humanitarian needs. Memorandums of understanding with the United Nations Children's Fund (UNICEF), the World Food Programme (WFP), OCHA, the United Nations Office for Project Services and the International Organization for Migration for the provision of ground fuel will continue to be in effect in the budget period.

E. Results-based-budgeting frameworks

Executive direction and management

33. Overall Operation direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General. As the outputs related to the responsibilities of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law and the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction are reflected in more than one framework component, their immediate offices are also shown under the above heading.

34. The Chief of Staff supports the Special Representative of the Secretary-General in overseeing operation-wide work processes to ensure the sound management of mandate implementation. The Chief of Staff is responsible, inter alia, for ensuring a common understanding of the Operation's strategy, priorities and activities. Reporting to the Chief of Staff are the Senior Legal Adviser, heads of the Conduct and Discipline team, the Security Section and the Best Practices Unit, as well as the Joint Mission Analysis Cell.

Table 1
Human resources: executive direction and management

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*[a]	*General Service*[b]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General											
Approved posts 2008/09	1	1	2	2	3	—	—	**9**	6	—	**15**
Proposed posts 2009/10	1	1	3	1	2	—	—	**8**	6	—	**14**
Net change	—	—	**1**	**(1)**	**(1)**	—	—	**(1)**	—	—	**(1)**
Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction											
Approved posts 2008/09[c]	1	—	2	—	2	—	—	**5**	2	—	**7**
Proposed posts 2009/10[c]	1	—	2	—	1	—	—	**4**	3	—	**7**
Net change	—	—	—	—	**(1)**	—	—	**(1)**	**1**	—	—
Office of the Deputy Special Representative of the Secretary-General for Operations and Rule of Law											
Approved posts 2008/09	1	—	3	1	1	1	—	**7**	2	—	**9**
Proposed posts 2009/10	1	—	3	1	2	—	—	**7**	2	—	**9**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Office of the Legal Adviser											
Approved posts 2008/09	—	—	2	1	1	—	—	**4**	2	1	**7**
Proposed posts 2009/10	—	—	1	1	1	—	—	**3**	2	1	**6**
Net change	—	—	**(1)**	—	—	—	—	**(1)**	—	—	**(1)**
Joint Mission Analysis Cell											
Approved posts 2008/09	—	—	1	1	—	—	—	**2**	—	—	**2**
Proposed posts 2009/10	—	—	1	1	—	—	—	**2**	—	—	**2**
Net change	—	—	—	—	—	—	—	—	—	—	—
Embargo Cell											
Approved posts 2008/09	—	—	—	—	—	—	—	—	—	—	—
Proposed posts 2009/10	—	—	—	1	—	—	—	**1**	—	—	**1**
Net change	—	—	—	**1**	—	—	—	**1**	—	—	**1**
Total											
Approved 2008/09	3	1	10	5	7	1	—	**27**	12	1	**40**
Proposed 2009/10	3	1	10	5	6	—	—	**25**	13	1	**39**
Net change	—	—	—	—	**(1)**	**(1)**	—	**(2)**	**1**	—	**(1)**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts, without change in functions.
[b] Includes National Officers and national General Service staff.
[c] The ASG post is funded under cost-sharing arrangements with UNDP.

Office of the Special Representative of the Secretary-General

35. The Office of the Special Representative of the Secretary-General is becoming increasingly responsible for drafting code cables and complex reports. Due to the sensitive nature of the work in the Office of the Special Representative of the Secretary-General, the Special Representative of the Secretary-General delegates many tasks to his Special Assistant, which in other offices are dealt with by the administrative assistants. The Special Assistant to the Special Representative of the Secretary-General interacts regularly with senior officials in the Operation as well as the special assistants of the Principal Deputy Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General, who are all currently at the P-4 level, and also fulfils the function of adviser to the Special Representative of the Secretary-General on various matters pertaining to the political situation and the role of the mission in Côte d'Ivoire. In addition to the duties currently undertaken, the Special Assistant to the Special Representative of the Secretary-General will attend meetings with the key parties to the peace process, including the President of Côte d'Ivoire, the Prime Minister, leaders of political parties, the Facilitator as well as high-level representatives of Ivorian institutions and civil society organizations and will help to analyse the discussions with a view to informing the decisions of the Special Representative of the Secretary-General concerning the fulfilment of the UNOCI mandate. The Special Assistant will also attend all UNOCI internal meetings and advise the Special Representative of the Secretary-General on measures to be taken with regard to Operation management. The Special Assistant will also provide advice as an expert in international relations and political affairs, and identify problems causing civil unrest in the country, as well as advice on gender mainstreaming. The Special Assistant will directly supervise five staff members in the Office of the Special Representative of the Secretary-General. The current post of the Special Assistant is of a level that is not commensurate to the tasks expected to be performed. In view of these additional responsibilities, it is therefore proposed to reclassify the post of Special Assistant from P-3 to P-5.

36. Following analysis to streamline the human resource requirement of the Operation, an Administrative Assistant post in the Office of the Special Representative of the Secretary-General is proposed for abolition, on the basis that some of the tasks of the administrative assistant will be taken over by the P-5 Special Assistant.

37. The Embargo Cell plans and coordinates inspections as well as all work related to arms embargo and sanctions. Prior to March 2008, the Embargo Cell was under direct responsibility of the Force Commander and composed of military personnel. The frequent turnover of military personnel did not allow continuity to the work of the Embargo Cell. Moreover, all work related to customs and the monitoring of diamond production was undertaken by the civilian component. The political content of sanctions-related issues, notably individual sanctions, the complexity and political sensitivity of these topics led the Special Representative of the Secretary-General to strengthen the Embargo Cell with civilian personnel in March 2008. In that respect, a Political Affairs Officer (P-3) post was temporarily deployed from the Political Affairs Section. The mission proposes to permanently redeploy the Political Affairs Officer (P-3) from the Political Affairs Section to the office of the Embargo Cell.

Office of the Deputy Special Representative of the Secretary-General

International staff: decrease of 1 post

National staff: increase of 1 post

38. The Field Service post of Administrative Assistant is proposed for conversion to the national General Service category, in line with the request of the General Assembly to make greater use of national staff for positions that could contribute to national capacity-building, where knowledge of national culture and systems is an added value, and also in line with the Operation's policy to replace international posts with national posts where this would otherwise facilitate implementation of the Operation's mandate.

Office of the Legal Adviser

International staff: decrease of 1 post

39. The post of P-4 Legal Adviser is proposed for redeployment to the Civil Affairs Section at the National Professional Officer level. The post is proposed to be converted from an international to national post due to the changing situation within the country and the lesser need for international staff to accompany the Ivorian peace process and support the redeployment of State administration to the rest of Côte d'Ivoire. This proposal is in line with the request of the General Assembly to make greater use of national staff for positions that could contribute to national capacity-building, where knowledge of national culture and systems is an added value and in line with the UNOCI policy to replace international posts with national posts where this would otherwise facilitate implementation of the Operation's mandate.

Component 1: ceasefire

40. The Operation's framework component on ceasefire reflects support extended to the restructuring of the armed forces and integration of former belligerent forces, which will assist in the stabilization of the security conditions in the country, while ensuring full compliance with the arms embargo, adherence by all parties to the Ouagadougou political Agreement and that its implementation is monitored. The UNOCI concept of operations has evolved from a static to a reactive posture following the dismantling of the former zone of confidence, deactivation of the green line and phasing-out of 17 observation posts. This will enhance the operational capabilities of UNOCI to fulfil mandated tasks and strengthen linkages to disarmament, demobilization and reintegration and disarmament and demobilization of militia processes and the redeployment of State administration. With the intent to contribute to a safe and secure environment throughout the country, patrolling will be intensified along the borders and throughout Côte d'Ivoire. The component incorporates the activities of the Operation under the military in partnership with the Disarmament, Demobilization and Reintegration Section, the Political Affairs Section, the Communications and Public Information Office, the Civil Affairs Section, the Integrated Command Centre, Ivorian parties, and neighbouring States. UNOCI forces will work closely with the Integrated Command Centre to support its interaction with both the Force armées nationales de Côte d'Ivoire (FANCI) and the Forces nouvelles (Fn).

Expected accomplishments	*Indicators of achievement*
1.1 Stabilization of security conditions in Côte d'Ivoire	1.1.1 No violations of the comprehensive ceasefire agreement of 3 May 2003 (2007/08: 0; 2008/09: 0; 2009/10: 0)
	1.1.2 No reports of armed groups non-signatories to the comprehensive ceasefire agreement of 3 May 2003 threatening the civilian population (2007/08: 0; 2008/09: 0; 2009/10: 0)
	1.1.3 Full compliance by Ivorian parties and neighbouring States with the arms embargo (2007/08: 0 incidents; 2008/09: 0 incidents; 2009/10: 0 incidents)

Outputs

- 554,800 mobile and foot troop patrol days (20 troops per patrol x 2 patrols per company x 38 companies x 365 days)
- 1,584 air patrol hours (3 helicopters x 44 hrs/helicopter x 12 months)
- 37,230 military observers mobile patrol person days (2 military observers per patrol x 3 patrols x 17 team sites x 365 days) in Sectors East and West
- 208 boat patrol days (2 boats x 2 days per week x 52 weeks)
- 12 reports to the Security Council Committee established pursuant to resolution 1572 (2004) on compliance with the arms embargo and on cooperation with Ivorian customs on issues concerning embargoed goods
- Organization and conduct of an average of 15 weekly inspections of cargo on board aircraft and transport vehicles at 2 seaports, 3 airports, 4 airfields, 10 military bases and 5 border crossings and an average of 5 monthly aerial survey inspections over diamond production sites
- Participation of the Force Commander in 10 meetings on regional and inter-mission cooperation, including with the Economic Community of West African States Defence and Security Committees, UNIPSIL, UNMIL and UNOWA, focused on containing cross-border movement of armed groups and operations against illegal movement of weapons
- Advice to FANCI on monitoring borders, with special attention to the movement of Liberian refugees, combatants and arms through daily meetings
- 111,690 troop (306 troops x 365 days) troop security person days for the close protection of Ministers of the Government of Côte d'Ivoire and other major political leaders

External factors

The Licorne forces will continue to provide assistance as required in support of the UNOCI military component, including through its Quick Reaction Force capability; troop-contributing countries will continue to provide the required troops; the United Nations embargo regime will be observed

Table 2
Human resources: component 1, ceasefire

Category	*Total*
I. Military observers	
Approved 2008/09	**200**
Proposed 2009/10	**200**
Net change	—
II. Military contingents	
Approved 2008/09	**7 915**
Proposed 2009/10	**7 915**
Net change	—

	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Office of the Force Commander											
Approved posts 2008/09	—	2	—	—	—	1	—	**3**	2	—	**5**
Proposed posts 2009/10	—	2	—	—	1	—	—	**3**	2	—	**5**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Joint Operations Centre											
Approved posts 2008/09	—	—	—	—	2	—	—	**2**	—	—	**2**
Proposed posts 2009/10	—	—	—	—	2	—	—	**2**	—	—	**2**
Net change	—	—	—	—	—	—	—	—	—	—	—
Total civilian staff											
Approved posts 2008/09	—	2	—	—	2	1	—	**5**	2	—	**7**
Proposed posts 2009/10	—	2	—	—	3	—	—	**5**	2	—	**7**
Net change	—	—	—	—	**1**	(1)	—	—	—	—	—

Total (I-III)	
Approved 2008/09	**8 122**
Proposed 2009/10	**8 122**
Net change	—

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts, without change in functions.
[b] Includes National Officers and national General Service staff.

Component 2: disarmament, demobilization, reintegration, repatriation, and resettlement

41. The framework reflects support provided to the disarmament, demobilization, reintegration, repatriation, and resettlement programmes, in particular, to the framework of the Ouagadougou Political Agreement and subsequent supplementary agreements. During the budget period, UNOCI will continue to assist the Government in the implementation of the disarmament, demobilization and reintegration process and provide logistical and technical support for the disarmament and demobilization of both Forces armées des Forces nouvelles and Force de la defence et security combatants. The disarmament, demobilization and reintegration process is foreshadowed to be completed following the reorganization of the Ivorian army and the integration of the Forces armées des Forces nouvelles combatants into the security forces. The Disarmament, Demobilization and Reintegration Section will collaborate with UNIPSIL and UNMIL to coordinate the implementation of a voluntary repatriation and resettlement programme for foreign ex-combatants. In its advisory and support role, the Operation will regularly interface with the Prime Minister's office, the Minister of Defence, the Integrated Command Centre, Forces armées des Forces nouvelles and national Defence and Security Forces staff, the National Programme on Reinsertion and Community Rehabilitation and with the National Programme of Civic Service, with an objective to expedite and properly implement the disarmament, demobilization and reintegration, and disarmament and dismantling of the militias processes. An operations centre for the Disarmament, Demobilization and Reintegration Integrated Implementation Cell was established at the Integrated Command Centre headquarters in Yamoussoukro with the task of providing ongoing support to the operations of the Command Centre. The operational centre team comprises a Disarmament, Demobilization and Reintegration Officer, military and United Nations police liaison officers and a UNDP representative, who will continue to work on a daily basis with the Integrated Command Centre to support it in strengthening its planning and coordination capacities. The UNOCI Disarmament, Demobilization and Reintegration Operations Centre, established in April 2008 at the Integrated Command Centre headquarters will continue to be operational, and the operation will continue to provide logistical support to the Integrated Command Centre, including transport and communications support. UNOCI has set up a reinsertion microprojects programme, financed with funds from the peacebuilding fund to assist the national reintegration of former combatants. Within this framework and through its inter-agency coordination mechanism, the Operation will facilitate coordination, policy development and decision-making with the World Bank, the donor community, UNDP, UNICEF, the United Nations Population Fund, the United Nations Office for Project Services, the World Food Programme and relevant non-governmental organizations (NGOs) for the overall disarmament, demobilization and reintegration process. It is anticipated that the main part of the disarmament, demobilization and reintegration process will be achieved after the presidential election.

Expected accomplishments	*Indicators of achievement*
2.1 Reintegration of national ex-combatants and former militias into Côte d'Ivoire society; repatriation and resettlement of foreign ex-combatants present in Côte d'Ivoire, with special attention to the specific needs of women and children	2.1.1 Reinsertion, repatriation and resettlement of 37,500 Forces nouvelles ex-combatants in Côte d'Ivoire (2007/08: 6,285; 2008/09: 37,150; 2009/10: 37,500) 2.1.2 Reintegration of 1,019 former members of armed militias in the west (2007/08: 2,000; 2008/09: 1,019; 2009/10: 1,019) 2.1.3 Preparation and implementation of action plans by parties to the conflict on ending the use of child soldiers (2007/08: 2; 2008/09: 2; 2009/10: 2) 2.1.4 Participation of 10,000 former members of unarmed militias in sustainable economic and development programmes administered by the civic service programme, the National Programme on Reinsertion and Community Rehabilitation, UNDP and NGOs (2007/08: 0; 2008/09: 10,000; 2009/10: 10,000) 2.1.5 Resettlement of 2,000 foreign ex-combatants in their country of origin

Outputs

- Advice to the Government of Côte d'Ivoire and the national reinsertion structures (Programme national de réinsertion et de réhabilitation communautaire and Programme national de service civique) on the establishment of a task force on the implementation of economic and development reinsertion programmes for ex-combatants and former militia members through monthly meetings
- Advice to the Government of Côte d'Ivoire and the national reinsertion structures (Programme national de réinsertion et de réhabilitation communautaire and Programme national de service civique) on the establishment of a monitoring framework for the numbers and status for ex-combatants and former militia members, with special advice on the specific needs of women and children through the organization of ad hoc meetings
- Provision of support to the National Programme on Reinsertion and Community Rehabilitation and the civic service programme on the implementation of 1,000 microprojects financed by donors as a supplement to the peacebuilding funds
- Daily monitoring of compliance by the parties to the conflict to end the use of child soldiers and prevent the recruitment or re-association of children with adult combatants
- Organization of daily coordination meetings between the Disarmament, Demobilization and Reintegration-Integrated Implementation Cell and the Integrated Command Centre to implement and monitor the disarmament, demobilization and reintegration and disarmament and demobilization of the militias
- Organization of monthly meetings with responsible authorities from neighbouring countries and with UNIPSIL and UNMIL for the resettlement of foreign ex-combatants in Côte d'Ivoire
- Organization of ad hoc inter-agency coordination meetings with the World Bank, UNDP, UNICEF, OCHA, the European Union, NGOs and the donor community involved in reintegration, repatriation and resettlement programmes for implementation of reinsertion programmes and mobilization of financial resources to meet funding shortfalls

- Public information campaign on the disarmament, demobilization and reintegration process, including: daily radio programmes in 5 local languages; distribution of 10,000 pamphlets/leaflets, 1,000 posters, 5 briefings to the media, diplomatic community and civil society; and 10 forums and outreach activities on sensitization
- Security arrangements for 17 disarmament sites within the 11 disarmament, demobilization and reintegration zones, including security of weapons and ammunition collection and storage sites
- Collection, safekeeping/storage, transportation and/or neutralization/destruction of weapons, ammunition and other military materials in 17 disarmament sites
- Organization of a workshop on women and disarmament, demobilization and reintegration, in cooperation with the Integrated Command Centre, the National Programme on Reinsertion and Community Rehabilitation, UNDP, civil society and representatives of women ex-combatants
- Implementation of 5 quick-impact projects on community rehabilitation and economic development

External factors

The Licorne forces will continue to provide assistance as required in support of the UNOCI military component, including through its Quick Reaction Force capability; troop-contributing countries will continue to provide the required troops; the United Nations embargo regime will be observed

Table 3
Human resources: component 2, Disarmament, demobilization, reintegration, repatriation and resettlement

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Disarmament, Demobilization and Reintegration Section											
Approved posts 2008/09	—	1	2	6	—	1	—	**10**	5	—	**15**
Proposed posts 2009/10	—	1	2	5	1	—	—	**9**	5	—	**14**
Net change	—	—	—	**(1)**	**1**	**(1)**	—	**(1)**	—	—	**(1)**
Total											
Approved posts 2008/09	—	1	2	6	—	1	—	**10**	5	—	**15**
Proposed posts 2009/10	—	1	2	5	1	—	—	**9**	5	—	**14**
Net change	—	—	—	**(1)**	**1**	**(1)**	—	**(1)**	—	—	**(1)**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts, without change in functions.
[b] Includes National Officers and national General Service staff.

International staff: decrease of 1 post

42. The role of the Disarmament, Demobilization and Reintegration Section in the implementation of a number of "post-Ouagadougou" activities and the changing situation in Côte d'Ivoire requires the re-enforcement of the national capacity of the Operation. The post of P-3 Disarmament, Demobilization and Reintegration Officer is proposed for abolition as its function was determined to be no longer required.

43. The post of P-3 Disarmament, Demobilization and Reintegration Officer will be better utilized by converting it into a national Professional Officer post that can more effectively serve the needs of the Civil Affairs Section in support of the redeployment of State Administration to the rest of Côte d'Ivoire.

Component 3: humanitarian and human rights

44. The Operation's framework component on humanitarian and human rights will focus on strengthening the promotion and protection of human rights, with special attention to the situation of women and children (especially children in armed conflict), supporting the implementation of the Security Council resolutions on women in the peace process and addressing the short-term humanitarian challenges faced by vulnerable and disadvantaged groups, notably internally displaced persons, refugees and persons living with or affected by HIV/AIDS. To this end, the Operation, through its Communications and Public Information Office, will work in partnership with United Nations entities in Côte d'Ivoire, including the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Government, NGOs, mayors and community leaders, traditional rulers, universities, military and civilian authorities, and women's rights observers. It is anticipated that the humanitarian agenda will progressively draw down and at the same time appropriate mechanisms will be put in place to ensure progressive transition from a humanitarian to a post-crisis recovery perspective under the leadership of the Humanitarian/Resident Coordinator. Accordingly, joint United Nations country team/UNOCI offices will be implemented in the field.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards respect for human rights and accountability for human rights violations in Côte d'Ivoire	3.1.1 Investigation by national and international human rights organizations and NGOs operating in Côte d'Ivoire of human rights violations and issuance of reports on the human rights situation in the country (2007/08: 7 reports; 2008/09: 5 reports; 2009/10: 10 reports)
	3.1.2 Perpetrators of serious human rights violations are identified and brought to the attention of competent civilian and/or military judicial authorities (2007/08: 200; 2008/09: 35; 2009/10: 50)
	3.1.3 Formulation of a national human rights action plan by the Government of Côte d'Ivoire
	3.1.4 Full operational capacity of the Observatoire des Droits de la Femme, to support the monitoring of women's human rights and the implementation of the gender equality mechanisms in Côte d'Ivoire

Outputs

- Organization of 18 human rights training sessions and refresher courses for 8,000 Ivorian military, law enforcement and judicial personnel, with particular emphasis on the rights of women and children as well as human rights in relation to elections
- Biannual public reports on the human rights situation throughout the country, with violations brought to the attention of the Ivorian judicial and law enforcement authorities

- Quarterly reports to the Security Council Committee established pursuant to resolution 1572 (2004) on serious human rights violations in Côte d'Ivoire
- Bimonthly (every two months) reports to the Security Council Working Group established pursuant to Council resolution 1612 (2005) on grave violations and abuses committed against children affected by the armed conflict
- Public information campaign to sensitize the general public on human rights issues, including: 40 weekly radio programmes on human rights, including women's and children's rights; 4 television appearances to discuss human rights issues; printing and distribution of 100,000 pamphlets/leaflets; 6 human rights briefings to the media and the diplomatic community; one public report every six months on the human rights situation throughout the country on the UNOCI website; outreach activities, including 5 human rights days; 4 short television documentaries on human rights themes (30 minutes each); commemoration of International Women's Day (500 posters and 1,000 banners) and commemoration of Security Council resolutions 1325 (2000) and 1820 (2008) on women, peace and security in cooperation with the Ministry of Family and Social Affairs, and civil society (1,000 posters and 5,000 brochures)
- Advice and technical support to national institutions on the formulation of the National Human Rights Action Plan for the implementation of Security Council resolution 1325 (2000) and the inclusion of the provisions of Security Council resolution 1820 (2008) in the National Action Plan, including through 2 workshops for 200 participants on the implementation of the resolutions in the Ivorian context
- Advice to the Ministry of National Education on mainstreaming human rights into school curricula, including through 12 monthly meetings with the Comité national d'éducation aux droits de l'homme, one seminar and the provision of relevant documentation
- Establishment of 100 new human rights clubs in schools and colleges and strengthening the capacity of the 100 existing human rights clubs through training and technical assistance
- Annual monitoring and compliance report to the Security Council on major violations and abuses committed against children
- Conduct of a follow-up on the implementation of the Security Council Working Group on Children and Armed Conflict conclusions on children and armed conflict in Côte d'Ivoire (S/AC.51/2008/5 and Corr.1) and drafting of a project document for the establishment of a national action plan against sexual violence, for consideration by the Government
- Organization of quarterly meetings with the leadership of Defence and Security Forces and the Forces nouvelles and militia groups, to discuss implementation and monitoring of action plans to end use of child soldiers and other grave violations and abuses committed against children
- Training of 500 staff of local NGOs in the investigation and documentation of human rights violations
- Training of 400 peacekeeping personnel every two months on child protection in implementation of Security Council resolution 1460 (2003)
- Training of 100 journalists and media workers in gender-related issues, including gender-based violence, women's participation in the decision-making process and the provisions of Security Council resolutions 1325 (2000) and 1820 (2008)
- Training of 100 leaders from local women's representative organizations involved in human rights activities on dealing with sexual and gender-based violence
- Organization of 7 training sessions per month for local NGOs and civil society groups on child protection

- Organization of 7 child protection forums per month to sensitize local communities
- Monthly participation in the Gender Thematic Group meetings attended by United Nations system agencies, local NGOs and the Ministry of Family and Social Affairs to formulate common gender-related activities and create synergies in gender-mainstreaming
- Technical assistance to the Ministry of Human Rights and Justice, the Ministry of Family, Women and Social Affairs, and the Association of Women Lawyers, to strengthen the capacity of the Observatoire des Droits de la Femme (women's rights observatory), including through the training of its members, briefings and support in the collection of relevant documentation
- Implementation of 5 quick-impact projects on human rights, and 5 quick-impact projects focusing on children and gender issues

Expected accomplishments	*Indicators of achievement*
3.2 Improved humanitarian conditions in Côte d'Ivoire	3.2.1 Increase in the total number of reopened hospitals and medical facilities in the north and west of the country (2007/08: 567; 2008/09: 750; 2009/10: 775)
	3.2.2 Increase in the total number of internally displaced persons returned to areas of origin in the western part of the country (2007/08: 61,432; 2008/09: 25,000; 2009/10: 15,000)
	3.2.3 Increase in the total number of Liberian refugees returned to Liberia (2007/08: 4,498; 2008/09: 78,750; 2009/10: 5,500)

Outputs

- Organization of 20 Inter-Agency Humanitarian Coordination Committee meetings in Abidjan and the field to coordinate the United Nations system humanitarian efforts in Côte d'Ivoire
- Pursue and facilitate the transition from a crisis/humanitarian to a recovery/development response with the operationalization of joint United Nations offices in the field
- Expansion of the joint United Nations offices pilot project to two other locations in Bouaké and Bondoukou
- Organization of quarterly workshops for national NGOs to support the national response to HIV/AIDS, in collaboration with Government authorities and UNAIDS
- Quarterly joint humanitarian situation assessment reports, including gender-specific information, based on humanitarian assessment missions carried out in cooperation with United Nations system agencies and NGOs
- Bimonthly (every two months) advocacy meetings and quarterly seminars for Government officials, civil society and the donor community on the situation of vulnerable groups, with special attention to women and children
- Implementation of 5 quick-impact projects to improve the situation of internally displaced persons returned to areas of origin, and 5 quick-impact projects on HIV/AIDS

External factors

Local parties will cooperate by providing security for human rights and humanitarian actors; donors will provide funding for humanitarian and human rights projects; the Government will provide funding with the assistance of the donors to the exit from crisis programme ("Programme de sortie de crise")

Table 4
Human resources: component 3, humanitarian and human rights

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Human Rights Section											
Approved posts 2008/09	—	1	3	11	1	—	—	**16**	34	11	**61**
Proposed posts 2009/10	—	1	3	11	1	—	—	**16**	34	11	**61**
Net change	—	—	—	—	—	—	—	—	—	—	—
Civil Affairs Section											
Approved posts 2008/09	—	—	4	3	—	1	—	**8**	7	4	**19**
Proposed posts 2009/10	—	—	3	3	1	—	—	**7**	11	4	**22**
Net change	—	—	**(1)**	—	**1**	**(1)**	—	**(1)**	**4**	—	**3**
Child Protection Section											
Approved posts 2008/09	—	—	1	1	1	—	—	**3**	10	4	**17**
Proposed posts 2009/10	—	—	1	1	1	—	—	**3**	10	4	**17**
Net change	—	—	—	—	—	—	—	—	—	—	—
Gender Issues Unit											
Approved posts 2008/09	—	—	1	1	—	—	—	**2**	2	—	**4**
Proposed posts 2009/10	—	—	1	1	—	—	—	**2**	2	—	**4**
Net change	—	—	—	—	—	—	—	—	—	—	—
HIV/AIDS Unit											
Approved posts 2008/09	—	—	1	1	—	—	—	**2**	4	3	**9**
Proposed posts 2009/10	—	—	1	—	—	—	—	**1**	5	3	**9**
Net change	—	—	—	**(1)**	—	—	—	**(1)**	**1**	—	—
Total											
Approved posts 2008/09	—	1	10	17	2	1	—	**31**	57	22	**110**
Proposed posts 2009/10	—	1	9	16	3	—	—	**29**	62	22	**113**
Net change	—	—	**(1)**	**(1)**	**1**	**(1)**	—	**(2)**	**5**	—	**3**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts, without change in functions.
[b] Includes National Officers and national General Service staff.

Civil Affairs Section

International staff: decrease of 1 post

National staff: increase of 4 posts

45. The redeployment of administration and the restoration of State authority throughout Côte d'Ivoire feature in the Ouagadougou Political Agreement as a major requirement for the effective reunification of the country, and is one of the main pillars of the Ivorian peace process. While appreciable progress has been achieved by the Ivorian Government in implementing the programme of

redeployment of administration, with technical support and expertise from the Civil Affairs Section, this process remains fragile and requires consolidation to ensure that the authorities are fully able to exercise their legal and administrative functions and provide basic social services. A challenge and constraint hampering the effective functioning of the redeployed administration includes the inability of the Corps préfectoral to perform their main legal and constitutional function because of the reluctance of Forces nouvelles Zone Commanders to relinquish responsibility. This is linked to unresolved issues within the rank and file of the Forces nouvelles elements that are yet to be absorbed into the unified army. As progress is made on security sector reform, the redeployment of the judicial system and unification of the state treasury, the Civil Affairs Section will need to enhance its assistance to the Corps préfectoral and the fiscal and customs administrations to perform their functions. Furthermore, the Civil Affairs Section will need to assist the redeployed administration to ensure that gains made are consolidated and the trend of the population leaving their post due to harsh living and working conditions in the centre, northern and western area of operations is reversed. To this end, the Civil Affairs Section will be called upon to increase partnerships, strengthen linkages and synergies with the United Nations country team and other partners in line with overall transition from emergency to recovery. The setting up of joint ONUCI/United Nations country team local offices, which will also include civil affairs personnel, is being implemented as part of the strategy. The close working relationship of the Civil Affairs Section with local authorities and civil society will contribute in the identification of the priority needs of the local population. In addition, following the anticipated installation of the new government, the Operation, through the Civil Affairs Section, will have a unique opportunity to assist local authorities to take an active role in reinforcing social cohesion and reconciliation among the different ethnic communities, thus helping to address problems related to the root causes of conflict. Thus, there will be a need for an increased presence of the Civil Affairs Section in the field offices.

46. The field activities of the Civil Affairs Section are conducted by officers deployed in Bouaké, Daloa, Man, San Pedro, Yamoussoukro, Bondoukou, Korhogo and Odienne. Each office is called to cover up to three regions of Côte d'Ivoire. Field offices are staffed with one staff member, except in the Sector Offices of Daloa and Bouaké, which also include one Coordinator each. The challenges described above require an increased civil affairs presence in field offices. It is therefore proposed to abolish the P-4 post of Coordinator in Daloa, a function that will be covered by a P-3 Civil Affairs Officer, and to strengthen the section's presence with four National Professional Officers. The Operation has identified three international posts proposed to be abolished in their current offices and the post of a Civil Affairs Officer (P-4) in the Civil Affairs Section to be nationalized. The posts to be abolished are: Disarmament, Demobilization and Reintegration Officer (P-3) in the Disarmament, Demobilization and Reintegration Section; Legal Officer (P-4) in the Office of Legal Adviser; and Political Affairs Officer (P-3) in the Political Affairs Section. The national posts will be deployed in four field offices, which are currently staffed by a single staff member. The request for the four additional National Professional Officers is in line with the General Assembly request to make greater use of national staff for positions that could contribute to national capacity-building and where knowledge of national culture and systems is an added value and also in line with the Operation's policy to replace international

posts with national posts where this would otherwise facilitate implementation of the Operation's mandate.

HIV/AIDS Unit

International staff: decrease of 1 post

National staff: increase of 1 post

47. The proposed conversion of the post of HIV/AIDS Associate Officer is in line with the request of the General Assembly to make greater use of national staff for positions that could contribute to national capacity-building and where knowledge of national culture and systems is an added value and also in line with the Operation's policy to replace international posts with national posts where this would otherwise facilitate implementation of the Operation's mandate.

Component 4: Peace process

48. The Operation's peace process component requires the full adherence of all parties to the Ouagadougou Political Agreement and its implementation: open, free, fair and transparent presidential and legislative elections, and the reunification of the country. The following activities are scheduled to be completed by the end of the 2008/09 fiscal year: the issuance of declaratory judgements in lieu of birth certificates through mobile court hearings; the voter registration; the printing and the distribution of the national ID and voters' cards. In 2009/10, the Electoral Assistance Division will be focused primarily on legislative elections and addressing any ongoing electoral issues in order to ensure the legitimacy of the process, including the post-electoral period. The Electoral Officers in the field will assist the Independent Electoral Commission in its activities, including the maintenance of a legitimate electoral list and electoral mapping and capacity-building for national electoral staff as required. The component incorporates the activities of the Operation's Political Affairs Section, Communications and Public Information Section, and Civil Affairs Section, in partnership with the Integrated Command Centre, the United Nations Human Rights Council, the World Health Organization, WFP, the World Bank, the European Union, ECOWAS, the African Union and the Government. To ensure that the Côte d'Ivoire peace process remains on track and to lay the foundation for lasting peace, the UNOCI Communications and Public Information Office will continue to pursue its public information and sensitization efforts, monitor the Ivorian media, implement media development initiatives and to provide reliable information through its broadcasting and outreach components. The Political Affairs Section will focus on efforts to create a positive political environment, including by regular consultations with Ivorian political leaders and stakeholders in the peace process.

Expected accomplishments	*Indicators of achievement*
4.1 Reunification of Côte d'Ivoire	4.1.1 Continued participation in the peace process by all Ivorian parties pursuant to Security Council resolution 1765 (2007)
	4.1.2 Increase in the total number of civil servants returned to duty throughout Côte d'Ivoire (2007/08: by 19,557; 2008/09: by 6,000; 2009/10: by 2,000)
	4.1.3 Consideration of children's concerns in the implementation of the Ouagadougou Political Agreement as well as in the post-conflict reconstruction and recovery phases pursuant to Security Council resolutions 1314 (2000), 1460 (2003), 1612 (2005) and 1826 (2008)
	Inclusion of gender concerns in the implementation of the Ouagadougou Political Agreement and in the planning of the reconstruction of the country, as requested in Security Council resolutions 1674 (2006), 1721 (2006), 1765 (2007), 1325 (2000), 1820 (2008)
	4.1.4 Equal availability of Radio Television Ivorian throughout the country

Outputs

- Monthly meetings with Ivorian political actors, the Special Representative of the Facilitator and the diplomatic community, to assess the status of implementation of the peace process, explore options to address emerging challenges and provide advice and build consensus in the context of the preparation of input for the follow-up mechanisms to the Ouagadougou Political Agreement
- Monthly meetings of the International Consultative Organ to exchange views and to assess the status of implementation of the Ouagadougou Political Agreement
- Monthly meetings with Government officials, political parties and civil society organizations, including women's organizations, to assess the status of implementation of the peace process, seek views on the peace status and foster continued participation of all stakeholders in the peace process
- Quarterly workshops in Abidjan and the Sectors for Government officials, political parties and civil society organizations, including women's organizations, to build capacity in conflict prevention and resolution
- Quarterly meetings of an inter-mission working group consisting of UNMIL, UNOCI, UNOWA and the United Nations Peacebuilding Support Office in Guinea-Bissau on cross-border issues
- Weekly meetings with the Government on the restoration of State administration and on the redeployment of civil servants
- Bimonthly meetings with the Government to encourage the restoration of, and improvement of access to, basic social services such as education, health, water and sanitation, throughout the country
- Monthly meetings with the donor community to mobilize coordinated support for the rehabilitation of public infrastructure in the north, centre and west of the country

- Monthly meetings with the Ministry of National Reconciliation and with local authorities, NGOs and the United Nations country team to promote social cohesion and conflict resolution initiatives
- 10 community meetings across the country to promote dialogue, national reconciliation and community-level confidence-building
- Conduct of a follow-up assessment on the Security Council conclusions on children and armed conflict in Côte d'Ivoire and draft a project document for the establishment of a National Commission for Children Affected by the Conflicts for consideration and implementation by the Government
- Nationwide public information and advocacy programmes in support of the peace process, including radio broadcasts in 5 national languages, 24 hours a day, 7 days a week; television news items, spots and documentaries for broadcasting on State television, international television stations and UNIFEED, weekly press briefings, distribution of monthly newsletters, billboards (250), newspaper advertisements (4 insertions) and outreach campaigns (civil society forums and events, peace-promotion events in schools and in communities via the use of school caravans and peace caravans, sporting events involving youth, mobile multimedia centres in each region, T-shirts (20,000), pens (50,000), posters, leaflets/pamphlets (200,000), 12 media briefings and outreach activities and 2 media seminars; weekly press briefings to the Ivorian population and the national and international media on understanding the role of the UNOCI forces in the peace process
- Booklet on lessons learned and best practices in public information activities aimed at promoting a culture of peace
- Organization of a colloquium on the contribution of media to post-conflict recovery
- Organization of communication campaigns on conflict resolution and peacebuilding with opinion leaders, traditional chiefs, village leaders, and so forth, to continue to contribute to the building of a solid foundation for the peace process, through the production of 20,000 leaflets/pamphlets, 5,000 posters, radio and television programmes and sensitization sessions
- Organization of communication campaigns with youth and women's associations to further strengthen the Ivorian population's contribution to the consolidation of the peace process, through the production of 20,000 leaflets/pamphlets and 5,000 posters, radio and television programmes and sensitization sessions
- Monthly reports to the Security Council Committee established pursuant to resolution 1572 (2004) on the situation of the media in Côte d'Ivoire
- Implementation of 10 quick-impact projects in support of reconciliation, outreach and conflict resolution in the most conflict-affected areas of the country

Expected accomplishments	*Indicators of achievement*
4.2 Open, free, fair and transparent elections in Côte d'Ivoire	4.2.1 Functional 420 local electoral commissions and readiness of 11,000 identification and voter registration sites/polling sites in line with Independent Electoral Commission planning
	4.2.2 Sound voters roll validated by main political parties and certified by UNOCI
	4.2.3 Distribution and security of electoral material by the Independent Electoral Commission to all 11,000 polling sites

4.2.4 Completion and acceptance of open, free, fair and transparent elections in accordance with international standards

Outputs

- Advice to the Independent Electoral Commission on the legislative elections through weekly meetings and reports, with regard to the proper functioning of the Independent Electoral Commission local commissions throughout the country
- Advice to the Government of Côte d'Ivoire and the Independent Electoral Commission on the legislative elections through weekly meetings and reports on guidelines and best practices for implementation and sustainability of a comprehensive voter education programme, sequentially covering all phases of the electoral process
- Advice to the Independent Electoral Commission on the legislative elections through weekly meetings and weekly reports on the development, implementation and sustainability of a training and capacity-building programme for its staff on electoral law, operational procedures, the code of conduct, and other aspects of the electoral process
- Advice to the Independent Electoral Commission with regards to respecting international electoral norms and standards for the development and implementation of a voter registration programme, the establishment and management of a voter register database, printing, posting and updating of the voters' roll
- Advice to the Independent Electoral Commission on the design and procurement of electoral materials, including ballot papers, in line with international electoral norms and standards
- Advice to the Government of Côte d'Ivoire and the Independent Electoral Commission on the legal framework for the legislative elections
- Contribute to Independent Electoral Commission's electoral mapping exercise and redefinition of electoral constituencies for the legislative elections
- Monitoring of electoral mapping, distribution of materials and organization of legislative vote
- Assistance to the Independent Electoral Commission on the transportation of identification, voter registration and election materials on the basis of the UNOCI logistics support plan
- Capacity-building of Independent Electoral Commission's counterparts (encompassing over 13,000 commissioners and 66,000 polling station staff countrywide)
- Coordination of international electoral observers through information-sharing and a harmonized and rational countrywide coverage of international observers
- Advice to the national authorities on the development of a nationwide plan for securing the elections
- Provision of security during the electoral process within UNOCI military force capacity and areas of deployment
- Advocate respect for gender aspect in Independent Electoral Commission recruitment and operations

External factors

United Nations police and troop-contributing countries will continue to provide the required troops and police personnel; necessary material and financial donor support for the re-establishment of State authority and for the holding of elections will be available; the political and security situation in Côte d'Ivoire will remain stable; the parties will remain committed to the implementation of the Ouagadougou Political Agreement.

Table 5
Human resources: component 4, peace process

Civilian staff	*International staff*								*National staff*[b]	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*[a]	***Subtotal***			
Political Affairs Section											
Approved posts 2008/09	—	1	6	7	—	1	—	**15**	2	—	**17**
Proposed posts 2009/10	—	1	6	5	1	—	—	**13**	2	—	**15**
Net change	—	—	—	**(2)**	**1**	**(1)**	—	**(2)**	—	—	**(2)**
Electoral Assistance Office											
Approved posts 2008/09	—	1	6	15	—	2	—	**24**	1	146	**171**
Proposed posts 2009/10	—	1	6	15	2	—	—	**24**	1	146	**171**
Net change	—	—	—	—	**2**	**(2)**	—	—	—	—	—
Approved temporary positions[c] 2008/09	—	—	1	1	—	—	—	**2**	—	—	2
Proposed temporary positions[c] 2009/10	—	—	1	1	—	—	—	**2**	—	—	2
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal											
Approved 2008/09	—	1	7	16	—	3	—	**26**	1	146	**173**
Proposed 2009/10	—	1	7	16	3	—	—	**26**	1	146	**173**
Net change	—	—	—	—	**3**	**(3)**	—	—	—	—	—
Communications and Public Information Office											
Approved posts 2008/09	—	1	3	11	4	1	—	**20**	76	14	**110**
Proposed posts 2009/10	—	1	3	11	5	—	—	**20**	76	14	**110**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Total											
Approved 2008/09	—	3	16	34	4	4	—	**61**	79	160	**300**
Proposed 2009/10	—	3	16	32	8	—	—	**59**	79	160	**298**
Net change	—	—	—	**(2)**	**4**	**(4)**	—	**(2)**	—	—	**(2)**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts, without change in functions.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance, in civilian personnel costs

Political Affairs Office

International staff: decrease of 2 posts

49. As Côte d'Ivoire works towards definitive peace under the auspices of the Ouagadougou Political Agreement, it remains vital to keep political options open in order to avoid any resumption of conflict. The Embargo Cell is expected to continue

to monitor the arms embargo. As mentioned in paragraph 37 above, the post of Political Affairs Officer (P-3) was temporarily deployed in 2008/09 to assist the Embargo Cell Unit. Due to the continued workload envisaged within the Embargo Cell Unit, it is now proposed to permanently redeploy the Political Affairs Officer (P-3) from the Political Affairs Office to the office of the Embargo Cell.

50. As explained in paragraph 43 above, it is proposed to abolish a post of Political Affairs Officer (P-3) in the Political Affairs Section and create a post of national Professional Officer in the Civil Affairs Section.

Communications and Public Information Office

International staff: reclassification of post (from P-4 to P-5)

51. In view of the increasing requirements linked to the UNOCI mandate, with the certifying role of the Special Representative of the Secretary-General of all stages of the electoral process, there is the added requirement for the spokesperson to deal with all media-related activities, such as press briefings, interviews with national and international media, with the goal to explain the new post-Ouagadougou environment and the accompanying role of UNOCI. In addition to the regular press briefings interviews and close interaction with the media to enhance understanding of the UNOCI mandate and activities, the Spokesperson has taken on the following additional duties: preparing the press appearances of the Special Representative of the Secretary-General; issuing press releases on behalf of the Operation; managing the Media Relations Unit; arranging for issuance of mission press credentials; facilitating media trips and visits to the mission area; monitoring the media coverage of the mission; identifying trends; providing advice to the Special Representative of the Secretary-General; and correcting misinformation if and when the need arises. While assisting other sections of the Operation in their media awareness campaigns, the Spokesperson is expected to also accompany the Special Representative of the Secretary-General in all official functions to assist conveying the message of the Special Representative. The Spokesperson will also be responsible for the preparation of monthly media monitoring reports, in line with a decision taken by the Secretary-General on 3 April 2008 and will supervise five staff members dedicated to completing this assignment as well as media development issues. Outside the Operation, the Spokesperson will maintain daily contact with the Office of the Spokesperson for the United Nations Secretary-General with a view to amplifying the message of UNOCI. The current P-4 post of the Spokesperson is of a level that is not commensurate to the tasks expected to be performed. It is therefore proposed to upgrade the post to the P-5 level.

Component 5: law and order

52. The efficient and effective enforcement of law and order is dependent on a disciplined and professional police force. The Operation will continue to focus on restoring public confidence and improving the public image of the Ivorian police by regularly patrolling alongside the local police, constantly monitoring the activities of the local police and providing advisory services on the respect for human rights. Emphasis will be placed on advising and supporting the Government in devising and implementing security sector reform processes for police and gendarmerie and fostering the alignment of parallel processes in the redeployment of the State administration. The UNOCI Formed Police Unit will continue to protect United

Nations personnel, ensure security and freedom of movement of United Nations personnel and protect civilians under imminent threat of physical violence, within its capabilities and its areas of deployment. The Rule of Law, Judicial System and Prison Advisory Section, as mandated by Security Council resolution 1528 (2004) and subsequent resolutions, will assist the Government in the restoration of authority of the judiciary and the rule of law institutions (including corrections) throughout Côte d'Ivoire. The activities of the Section take into consideration key activities for the 2008/09 period, and the commencement of the redeployment of the judiciary and penitentiary systems to the northern regions of Côte d'Ivoire. The election of the legislature would allow UNOCI to advocate for a comprehensive justice and corrections system reform process, including the adoption of key legislation. Therefore the consolidation of State authority which includes administrative, judicial (including corrections), and police, would remain a crucial area of focus. In the previous fiscal years, the rule of law component conducted a thorough mapping of justice and corrections sectors, prepared several justice system evaluation reports and a training needs assessment study. On the basis of this data and following extensive consultations with the Ministry of Justice and international donors, the rule of law component will continue discharging the Operation's mandate by: (a) providing advice, assistance, training and mentoring of national counterparts on issues pertaining to the redeployment of the justice and corrections systems; (b) advocating for and advising on the design and implementation of justice and corrections system reform; (c) capacity-building of national justice actors, including the strengthening of legal education; and (d) mobilizing and coordinating donor support for justice and corrections system reform projects.

Expected accomplishments	*Indicators of achievement*
5.1 Enhanced public law and order and creation of a sustainable operational capacity of the National Police and the Gendarmerie in Côte d'Ivoire	5.1.1 Approval and implementation of the reform and restructuring plan of the Police and Gendarmerie forces of Côte d'Ivoire by the Joint Security Reform Coordinating Cell
	5.1.2 Establishment of gender desks or family support units in police commissariats, to deal with victims of sexual and gender-based violence in support to the implementation of Security Council resolutions 1325 (2000) and 1820 (2008) on women, peace and security
	5.1.3 Increased number of women in the Police and Gendarmerie structure to 25 per cent (2008/09: 20 per cent; 2009/10: 25 per cent)

Outputs

- Daily mentoring visits to 12 préfectures de police, 10 districts de police, 94 commissariats, 5 legions, 21 companies, 6 squadrons and 182 brigades of Côte d'Ivoire
- Conduct of 100 refresher courses on internationally recognized policing standards on various subjects for the National Police and the Gendarmerie officers
- 36,500 patrol days of (2 United Nations police officers per patrol x 50 patrol teams x 365 days) monitoring and mentoring throughout the country

- Daily advice to the national law enforcement agencies on police operations, investigations, community policing and special programmes such as the Traffic Accident Brigade and Airport Security
- 300 security escorts conducted monthly throughout the country for United Nations personnel and entities
- Daily advice to the Integrated Command Centre on reform and restructuring for the National Police and Gendarmerie
- Conduct of a follow-up on the reform and restructuring activities of Police and Gendarmerie following the recommendations of the Working Group on Reform and Restructuring of Defence and Security Forces
- Conduct of a campaign against corruption, including through 2 workshops for the National Police and Gendarmerie
- Conduct of 2 in-service continuation and specialized training sessions per week/station on gender-based violence, to personnel in charge of gender and family support desks in police/gendarmerie stations in the Forces nouvelles-controlled zone, in line with the establishment of specialized units in conformity with the recommendations of Security Council resolutions 1325 (2000) and 1820 (2008)
- Organization of 1 seminar with the Police to encourage the increase of new intake of women into the police force during recruitment campaigns, and 1 seminar with the Gendarmerie to commence the first recruitment of women into the Gendarmerie

Expected accomplishments	*Indicators of achievement*
5.2 Re-establishment of the authority of the judiciary and the rule of law institutions (including corrections) throughout Côte d'Ivoire	5.2.1 Adoption and application by the Government of a criminal justice and corrections systems reform plan, including the adoption of key legislation and internal rules and regulations
	5.2.2 Full operational capacity of 11 courts in the northern prefectures of Côte d'Ivoire
	5.2.3 Full operational capacity of 11 prisons in the northern prefectures of Côte d'Ivoire
	5.2.4 Reduction in the number of deaths in custody/prisons (2007/08: 127; 2008/09: 190; 2009/10: 175)
	5.2.5 Increased number of prisoners released on parole (2007/08: 194; 2008/09: 150; 2009/10: 170)

Outputs

- Advice through monthly consultations with Ivorian authorities on justice system reform, including advice and assistance on legislative changes and adoption of new laws
- 2 reports to the Ministry of Justice on the process of the restoration of 11 courts in the northern prefectures of Côte d'Ivoire and the compliance of trial procedure with international standards
- Advice to the Government on planning the redeployment of the prison system to the northern part of Côte d'Ivoire, including staffing, security and prison administration, and mentor staff assigned to the prisons in the north
- Advice through weekly consultations with the management of prisons in the south and the National Prison Administration on the development, implementation and monitoring of standard operating procedures (or other internal regulations) consistent with international standards of treatment of prisoners

- Conduct of 6-day on-site training sessions for 450 prison staff at the 22 facilities in the south of the country on rules, regulations and standard operating procedures of prison management and prisoner rights
- Conduct of 10-day on-site training for 200 prison staff at the 11 facilities in the north of the country on prison security and management, prisoner rights, treatment of women and juvenile prisoners
- Assistance to the Government in raising the legal awareness of the population, including through the organization of 2 workshops on victims' rights and police custody, 1,000 posters distributed to police stations, schools, hospitals and so forth, and improved access to legal materials through the opening of a public legal reading room
- Assistance to the Government to improve the access of legal professionals to legislation, case law and other relevant legal materials, including through the organization of 10 consultations with the Ministry of Justice, the Legal Documentation Centre, the donor community, and justice system professionals on the establishment of a distribution mechanism to courts, prosecutor's offices, legal documentation centres, educational facilities and libraries
- Assistance to the Government in the establishment of an effective legal, judicial and penitentiary education system, including providing assistance to the Judicial Training Institute, Training Centre of the Bar Association, the Penitentiary Academy, and Law Faculties, through the organization of bimonthly consultations/working sessions with the Ministry of Justice, the National Penitentiary Administration, the Legal Documentation Centre, the Bar Association, the donor community, and other educational institutions and justice system actors on teaching programmes, content of curricula, teaching and educational materials and related issues
- Assistance to the Government in the training of judicial actors to develop a victim-centred approach to handling cases involving gender-based violence, through the development of a manual/guidelines and the organization of 2 workshops for 120 judicial police, judges, lawyers, prosecutors, forensic experts and NGOs
- Organization of 1 seminar for 150 court registry personnel on the provision and procedures for maintaining civil and commercial court records
- Organization of 2 seminars for 150 judicial police officers, prosecutors and lawyers on *garde à vue* (police custody)
- Advice to the Government on the settlement of disputes related to the recovery of land and property by returning internally displaced persons by reviewing the process of land and property claims, dispute settlement and recovery, as well as advising on the best international practices for return, resettlement and recovery of property
- 208 prison inspections throughout the country to monitor, advise and report to the Government of Côte d'Ivoire on prison management and prisoners' conditions with special attention to women and juvenile prisoners
- Organization of 5 workshops for 250 prison staff and prisoners on HIV/AIDS and its prevention
- Implementation of 5 quick-impact projects to assist in the strengthening of the justice and corrections sectors

External factors

Donors will implement major judicial and good governance reform initiative, involving resources and technical assistance for strengthening the legal and judicial system; United Nations police-contributing countries will continue to provide the required United Nations police officers

Table 6
Human resources: component 5, law and order

Category	*Total*
I. United Nations police	
Approved 2008/09	**450**
Proposed 2009/10	**450**
Net change	—
II. Formed police units	
Approved 2008/09	**750**
Proposed 2009/10	**750**
Net change	—
III. Government-provided personnel	
Approved 2008/09	**8**
Proposed 2009/10	**8**
Net change	—

	International staff										
IV. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service* [a]	*Security Service* [a]	***Subtotal***	*National staff* [b]	*United Nations Volunteers*	***Total***
Office of the Police Commissioner											
Approved posts 2008/09	—	1	4	1	—	3	—	**9**	9	—	**18**
Proposed posts 2009/10	—	1	4	1	3	—	—	**9**	9	—	**18**
Net change	—	—	—	—	**3**	**(3)**	—	—	—	—	—
Rule of Law, Judicial System and Prison Advisory Section											
Approved posts 2008/09	—	—	4	4	—	1	—	**9**	13	4	**26**
Proposed posts 2009/10	—	—	4	4	1	—	—	**9**	13	4	**26**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Total civilian staff											
Approved posts 2008/09	—	1	8	5	—	4	—	**18**	22	4	**44**
Proposed posts 2009/10	—	1	8	5	4	—	—	**18**	22	4	**44**
Net change	—	—	—	—	**4**	**(4)**	—	—	—	—	—
Total (I-IV)											
Approved 2008/09											**1 252**
Proposed 2009/10											**1 252**
Net change											—

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service post, without change in functions.
[b] Includes National Officers and national General Service staff.

Component 6: support

53. The support framework component reflects the work of the Mission Support Division, the Security Section and the Conduct and Discipline Team. During the budget period, support will be provided to substantive staff through the provision of logistical, administrative and security services in support of the implementation of the Operation's mandate, to deliver on related outputs and the introduction of further service improvements, as well as realization of efficiency gains. The range of support will include upgrading of troop accommodation facilities and provision of operation-wide security services.

Expected accomplishments	*Indicators of achievement*
6.1 Increased efficiency and effectiveness of logistical, administrative and security support to the Operation	6.1.1 100 per cent completion of infrastructure renovations and reconstruction projects for all buildings required for mission operations to meet minimum operating security standards
	6.1.2 Maintain the average number of reported malaria cases among UNOCI personnel at 2 cases per month (2007/08: 8 cases per month; 2008/09: 2 cases per month; 2009/2010: 2 cases per month)
	6.1.3 Maintain the number of vehicle accidents to no more than 4 per 100 vehicles (2007/08: 3 accidents; 2008/09: 4 accidents; 2009/2010: 4 accidents)

Outputs

Service improvements

- Completion of improved mission buildings and infrastructure to meet the minimum operational security standard
- Organization of malaria prevention programme for military observers, United Nations police and civilian personnel in Abidjan, Bouaké and Daloa
- Reinforcement of a stricter driver programme complemented by driver awareness and road-safety campaigns, as well as penalties, including suspension and/or revocation of driving permits, for violation recorded by CarLog system

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 7,915 military contingent personnel until October 2009 and 7,250 military contingent personnel from November 2009, 200 military observers, 450 United Nations police officers and 750 formed police personnel
- Monthly storage of 1,000 tons and supply of 600 tons of rations, 21-day reserve of combat rations of a total 171,000 packs and 770,000 litres of water for the military contingent and formed police personnel in 40 locations
- Administration of an average of 1,514 civilian staff, comprising 479 international staff, 723 national staff, 301 United Nations Volunteers, 12 general temporary assistance staff and 8 Government-provided personnel
- Recommendations on misconduct made within one month of the reception of the investigation report; provide the Force Commander and Police Commissioner with observations following fact-finding missions

from the conduct and disciplinary unit and the monitoring of their implementation by the Force Commander and Police Commissioner

- 4 quarterly training sessions organized for 600 staff on management skills, team-building, client orientation, career development and conflict management, in Abidjan, Daloa and Bouaké; 22 induction courses for 220 United Nations police personnel; 24 induction courses in French and English for a total of 480 civilian personnel and military staff officers; 12 training sessions on e-PAS for 240 civilian personnel; and 26 induction courses and training of trainers on prevention of sexual exploitation and abuse, for 1,120 contingent military officers in Abidjan, Daloa and Bouaké

Facilities and infrastructure

- Maintenance and repair of 58 premises, including military and formed police unit sites, UNPOL premises and UNOCI offices
- Sanitation services for collection and disposal of sewage and garbage (50 garbage sites and 65 septic tanks)
- Operation and maintenance of 29 United Nations-owned water purification, bottling plants and chlorine-dosing systems in 17 locations
- Operation and maintenance of 284 United Nations-owned generators in 58 locations
- Storage and supply of 3.1 million litres of petrol, oil and lubricants for generators
- Maintenance and renovation of 35 km of roads, 15 airfields and helicopter landing sites in 15 locations
- Maintenance and renovation of 5 aviation fuel farm sites in 5 locations

Ground transportation

- Operation and maintenance of 1,144 United Nations-owned vehicles through 3 main workshops in 3 locations
- Supply of 8.5 million litres of petrol, oil and lubricants for ground transportation

Air transportation

- Operation and maintenance of 4 fixed-wing and 8 rotary-wing aircraft (including 3 military-type and 1 SAR-capable helicopters, and 4 on commercial contracts) in 3 locations in Abidjan, Bouaké, and Daloa, and temporary operation of 1 fixed-wing and 6 rotary-wing aircraft
- Supply of 8.7 million litres of petrol, oil and lubricants for air operations

Naval transportation

- Operation and maintenance of 2 boats
- Supply of 43,800 litres of petrol, oil and lubricants for naval transportation

Communications

- Support and maintenance of a satellite network consisting of 1 Earth station hub, 31 very small aperture terminal (VSAT) systems, 40 telephone exchanges, 27 microwave links, and 61 narrowband digital radio systems to provide voice, fax, video and data communications
- Support and maintenance of 23 FM radio broadcast stations and 4 radio production and broadcasting studios

Information technology

- Support and maintenance of 93 servers, 1,699 desktop computers, 518 laptop computers, 735 printers and 171 digital senders in 55 locations
- Support and maintenance of 2,760 e-mail accounts

- Development of a geographic information system for providing approximately 4,000 administrative, planning and thematic maps to support policy decisions, situational awareness and for operational purposes

Medical

- Operation and maintenance of 1 level-I plus clinic, 22 level-I clinics and 2 level-II hospitals at two regional headquarters
- Maintenance of mission-wide land and air evacuation arrangements for all locations, including 4 level-III hospitals in Abidjan and level-IV/V hospitals in Accra (Ghana), Johannesburg (South Africa), and Casablanca (Morocco)
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Operation personnel, in collaboration with the HIV/AIDS Unit
- HIV sensitization programme, including peer education, and voluntary confidential counselling and testing for all Operation personnel, by the HIV/AIDS Unit

Security

- Activation of all Security Operation Centres in the 11 security areas for early warning and reaction for all staff members through the establishment of security radio operators on a 24-hours-a-day, 7-days-a-week basis
- Access Control monitoring and supervision at all UNOCI sites throughout the areas of operation 24 hours a day, 7 days a week to ensure security and safety of all United Nations staff and installations
- 24-hours close protection to senior UNOCI staff and visiting high-level officials
- Conduct of training for security officers on unarmed combat, firearms, close protection procedures and techniques, investigation techniques, and other related areas to ensure continued professional security services
- Conduct of refresher sessions on security for 2 Regional Security Coordinators and 11 Area Security Coordinators
- Conduct of 2 staff regroupment exercises on the enforcement of Integrated Security Clearance and tracking measures for all staff travelling inside Côte d'Ivoire
- Completion of minimum operating residential security standard surveys for all international civilian staff (including agencies' international staff), United Nations Volunteers, United Nations police, military observers and military staff officers

External factors

Suppliers of goods and services will be able to deliver as contracted

Table 7
Human resources: component 6, support

I. Civilian staff	International staff								National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service[b]	General Service[b]	Security Service	Subtotal			
Conduct and Discipline Team											
Approved posts 2008/09	—	—	2	1	—	—	—	**3**	1	—	**4**
Proposed posts 2009/10	—	—	2	1	—	—	—	**3**	1	—	**4**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Approved temporary positions[c] 2008/09	—	—	1	1	1	—	—	**3**	1	—	**4**
Proposed temporary positions[c] 2009/10	—	—	1	1	1	—	—	**3**	1	—	**4**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Subtotal											
Approved 2008/09	—	—	3	2	1	—	—	**6**	2	—	**8**
Proposed 2009/10	—	—	3	2	1	—	—	**6**	2	—	**8**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Security Section											
Approved posts 2008/09	—	—	1	7	43	8	18	**77**	97	—	**174**
Proposed posts 2009/10	—	—	1	7	69	—	—	**77**	97	—	**174**
Net change	**—**	**—**	**—**	**—**	**26**	**(8)**	**(18)**	**—**	**—**	**—**	**—**
Approved temporary positions[c] 2008/09	—	—	—	—	—	—	—	**—**	2	—	**2**
Proposed temporary positions[c] 2009/10	—	—	—	—	—	—	—	**—**	2	—	**2**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Subtotal											
Approved 2008/09	—	—	1	7	43	8	18	**77**	99	—	**176**
Proposed 2009/10	—	—	1	7	69	—	—	**77**	99	—	**176**
Net change	**—**	**—**	**—**	**—**	**26**	**(8)**	**(18)**	**—**	**—**	**—**	**—**
Office of the Chief, Mission Support Division											
Approved posts 2008/09	—	1	6	2	6	3	—	**18**	5	1	**24**
Proposed posts 2009/10	—	1	4	2	8	—	—	**15**	6	1	**22**
Net change	**—**	**—**	**(2)**	**—**	**2**	**(3)**	**—**	**(3)**	**1**	**—**	**(2)**
Administrative Services											
Approved posts 2008/09	—	—	9	18	37	3	—	**67**	103	35	**205**
Proposed posts 2009/10	—	—	9	17	38	—	—	**64**	105	35	**204**
Net change	**—**	**—**	**—**	**(1)**	**1**	**(3)**	**—**	**(3)**	**2**	**—**	**(1)**

I. Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service[a]	General Service[a]	Security Service	Subtotal	National staff[b]	United Nations Volunteers	Total
Integrated Support Services											
Approved posts 2008/09	—	—	11	33	125	9	—	**178**	331	78	**587**
Proposed posts 2009/10	—	—	11	32	134	—	—	**177**	331	78	**586**
Net change	—	—	—	**(1)**	**9**	**(9)**	—	**(1)**	—	—	**(1)**
Approved temporary positions[c] 2008/09	—	—	—	—	—	—	—	—	4	—	**4**
Proposed temporary positions[c] 2009/10	—	—	—	—	—	—	—	—	4	—	**4**
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal											
Approved 2008/09	—	—	11	33	125	9	—	**178**	335	78	**591**
Proposed 2009/10	—	—	11	32	134	—	—	**177**	335	78	**590**
Net change	—	—	—	**(1)**	**9**	**(9)**	—	**(1)**	—	—	**(1)**
Total											
Approved 2008/09	—	1	30	62	212	23	18	**346**	544	114	**1 004**
Proposed 2009/10	—	1	28	60	250	—	—	**339**	547	114	**1 000**
Net change	—	—	**(2)**	**(2)**	**38**	**(23)**	**(18)**	**(7)**	**3**	—	**(4)**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to Field Service category of approved General Service and Security Service posts, without change in functions.

[b] Includes National Officers and national General Service staff.

[c] Funded under general temporary assistance, in civilian personnel costs.

Office of the Chief, Mission Support Division

International staff: decrease of 3 posts

National staff: increase of 1 post

54. As part of the Operation's reconfiguration and longer term strategic needs, it is proposed to abolish the P-4 Regional Administrative Officer post in Yamoussoukro. The function is vacant with the responsibility of the Forward Logistic Base of Yamoussoukro assigned to the Regional Administrative Officer responsible for Sector East.

55. The Field Service post of Administrative Assistant at the Regional Administrative Office in Bouaké is proposed for conversion to the national General Service category, in line with the request of the General Assembly to make greater use of national staff for positions that could contribute to national capacity-building and where knowledge of national culture and systems is an added value. This proposal is also in line with the Operation's reconfiguration policy to nationalize international posts.

56. The post of Aviation Safety Officer is vacant and the current staffing structure of the Aviation Safety Unit is adequate to meet current work requirements. Furthermore, in light of the fact that the Operation is gearing towards a possible

reduction of staffing level following the elections, it is proposed to abolish the P-4 post of Aviation Safety Officer.

Finance Section

International staff: decrease of 2 posts

National staff: increase of 1 post

57. The post of Associate Finance Officer (P-2) has been vacant for the past 2 years due to difficulties of identifying a suitable candidate. In 2008/09, the Finance Section reconfigured its staffing and has been able to deliver the services required notwithstanding the vacant post. The appointment of a Finance Assistant to the Disbursement Unit proved to be sufficient to meet the requirement of the Unit. Therefore, it is proposed that the post of Associate Finance Officer (P-2) be abolished.

58. The Field Service post of Finance Assistant is proposed for conversion to the national General Service category, in line with the request of the General Assembly to make greater use of national staff for positions that could contribute to national capacity-building and where knowledge of national culture and systems is an added value. This proposal is also in line with the UNOCI policy to replace international posts with national posts where this would otherwise facilitate implementation of the Operation's mandate.

Medical Services Section

International staff: decrease of 1 post

National staff: increase of 1 post

59. The Field Service post of Administrative Assistant is proposed for conversion to the national General Service category. This proposal is in line with the request of the General Assembly to make greater use of national staff for positions that could contribute to national capacity-building and where knowledge of national culture and systems is an added value, and the UNOCI policy to replace international posts with national posts where this would otherwise facilitate implementation of the Operation's mandate.

Integrated Support Services

International staff: decrease of 1 post

National staff: no change

60. During the review of the configuration of the Operation's staffing requirement, it was identified that the post of Chief Telecommunication Officer (P-3) had been vacant since April 2008. As the function of Chief Telecommunication Officer has been performed by a Satellite Technician, it is intended to merge the functions of the functions of the Chief Telecommunication Officer with that of the Satellite Technician and therefore proposed to abolish the post of Chief Telecommunication Officer.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	10 699.6	10 222.4	10 544.5	322.1	3.2
Military contingents	191 542.0	181 650.9	181 982.9	332.0	0.2
United Nations police	19 084.9	21 772.9	21 659.6	(113.3)	(0.5)
Formed police units	18 143.5	18 009.4	18 391.8	382.4	2.1
Subtotal	**239 470.0**	**231 655.6**	**232 578.8**	**923.2**	**0.4**
Civilian personnel					
International staff	62 584.7	63 259.1	79 013.4	15 754.3	24.9
National staff	13 488.1	16 676.6	16 841.5	164.9	1.0
United Nations Volunteers	10 920.6	11 100.3	11 884.0	783.7	7.1
General temporary assistance	656.8	558.7	1 067.9	509.2	91.1
Subtotal	**87 650.2**	**91 594.7**	**108 806.8**	**17 212.1**	**18.8**
Operational costs					
Government-provided personnel	296.1	371.5	377.1	5.6	1.5
Civilian electoral observers	—	—	—	—	—
Consultants	169.0	111.0	111.0	—	—
Official travel	3 886.4	2 756.0	4 649.2	1 893.2	68.7
Facilities and infrastructure	47 461.9	42 996.3	48 954.8	5 958.5	13.9
Ground transportation	11 905.9	14 730.4	13 149.6	(1 580.8)	(10.7)
Air transportation	37 779.8	46 977.4	51 772.6	4 795.2	10.2
Naval transportation	38.6	55.2	35.4	(19.8)	(35.9)
Communications	15 313.7	21 570.7	19 575.5	(1 995.2)	(9.2)
Information technology	2 814.0	5 693.1	8 749.1	3 056.0	53.7
Medical	6 335.4	7 221.6	6 882.1	(339.5)	(4.7)
Special equipment	3 612.5	3 885.9	3 640.2	(245.7)	(6.3)
Other supplies, services and equipment	7 589.2	4 783.2	5 517.3	734.1	15.3
Quick-impact projects	949.3	1 000	1 000	—	—
Subtotal	**138 151.8**	**152 152.3**	**164 413.9**	**12 261.6**	**8.1**
Gross requirements	**465 272.0**	**475 402.6**	**505 799.5**	**30 396.9**	**6.4**
Staff assessment income	9 009.1	9 754.0	9 969.1	215.1	2.2
Net requirements	**456 262.9**	**465 648.6**	**495 830.4**	**30 181.8**	**6.5**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**465 272.0**	**475 402.6**	**505 799.5**	**30 396.9**	**6.4**

B. Non-budgeted contributions

61. The estimated value of non-budgeted contributions for the period from 1 July 2009 to 30 June 2010 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	764.4
Voluntary contributions in kind (non-budgeted)	—
Total	**764.4**

[a] Inclusive of land and buildings.

C. Efficiency gains

62. The cost estimates for the period from 1 July 2009 to 30 June 2010 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Air transportation	2 704.0	Implementation of an aviation fuel farms system which will allow aircraft to refuel with A1 jet fuel in many regions within the country. This will result in a reduction of flying hours and fuel used.
Communications	126.0	Implementation of new strategy for voice and data communications services using microwave technology in place of satellite technology.
Total	**2 830.0**	

D. Vacancy factors

63. The cost estimates for the period from 1 July 2009 to 30 June 2010 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2007/08*	*Budgeted 2008/09*	*Projected 2009/10*
Military and police personnel			
Military observers	5.7	2.0	4.0
Military contingents	1.0	1.0	1.0
United Nations police	17.5	7.0	13.0
Formed police units	0.0	1.0	1.0
Civilian personnel			
International staff	15.2	15.0	15.0

Category	*Actual 2007/08*	*Budgeted 2008/09*	*Projected 2009/10*
National staff			
National Officers	37.0	25.0	30.0
National General Service staff	9.7	10.0	10.0
United Nations Volunteers	8.5	10.0	9.0
Temporary positions[a]			
International staff	98.5	0.0	0.0
National staff	60.1	0.0	0.0
Government-provided personnel	20.8	10.0	20.0

[a] Funded under general temporary assistance.

64. The vacancy factors applied are based on the experience of the Operation, and take into consideration the Operation's policy to increase national capacity and reduce international posts. The increase in the vacancy rate for national officers is due mainly to the difficulty experienced by the Operation in recruiting candidates with the required qualifications and work experience.

E. Contingent-owned equipment: major equipment and self-sustainment

65. Requirements for the period from 1 July 2009 to 30 June 2010 are based on standard reimbursement rates for major equipment (wet and dry lease) and self-sustainment in the total amount of $74,785,200 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	36 925.6
Formed police units	5 072.1
Subtotal	**41 997.7**
Self-sustainment	
Facilities and infrastructure	16 549.8
Communications	7 763.8
Medical	4 833.7
Special equipment	3 640.2
Subtotal	**32 787.5**
Total	**74 785.2**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.80	14 April 2004	—
Intensified operational condition factor	1.90	14 April 2004	—
Hostile action/forced abandonment factor	1.50	14 April 2004	—
B. Applicable to home country			
Incremental transportation factor	0.0-4.25		

F. Training

66. The estimated resource requirements for training for the period from 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	111.0
Official travel	
Official travel, training	1 163.9
Other supplies, services and equipment	
Training fees, supplies and services	180.0
Total	**1 454.9**

67. The number of participants planned for the period from 1 July 2009 to 30 June 2010, compared to previous periods, is as follows:

(Number of participants)

	International			*National staff*			*Military and police personnel*		
	Actual 2007/08	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*
Internal	944	1 298	875	549	1 471	1 188	3 308	4 808	10 327
External[a]	180	210	111	26	11	25	8	7	27
Total	**1 124**	**1 508**	**986**	**575**	**1 482**	**1 213**	**3 316**	**4 815**	**10 354**

[a] Includes United Nations Logistics Base (UNLB) and outside the mission area.

68. The Operation will continue to implement its training programme strategy designed to strengthen the substantive and technical skills, as well as to upgrade the leadership, management and organizational skills of international and national staff. The reduction in the number of international and national staff participants for the 2009/10 period reflects the expected decrease in the number of new arrivals and staff requiring training, following the staffing reconfiguration exercise. Language programmes will be provided to military and police personnel of the Operation.

G. Quick-impact projects

69. The estimated resource requirements for quick-impact projects for the period from 1 July 2009 to 30 June 2010, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2007 to 30 June 2008 (actual)	949.3	44
1 July 2008 to 30 June 2009 (approved)	1 000.0	40
1 July 2009 to 30 June 2010 (proposed)	1 000.0	40

70. The continuation of the implementation of quick-impact projects across the country would create a positive environment that will enable UNOCI to better contribute to the peace process. This is critical as UNOCI addresses the challenges faced with regard to the reunification of the country, national reconciliation, and the disarmament, demobilization and reintegration process, as well as to ensure that the peace process remains on track. The quick-impact projects will not only focus on building confidence, reconciliation and cohesion with the Ivorian society, but will also result in an improved mutual understanding between the local populations and the UNOCI mandate and activities, through infrastructure rebuilding projects for schools and health centres, repair of water pumps and roads, provision of equipment, training and sensitization activities, revenue-generating projects especially for vulnerable groups such as women and displaced persons.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military observers	$322.1	3.2%

• Cost parameters: change in mission subsistence allowance rate

71. The additional requirements under this heading are attributable mainly to the upward revision of the first 30 days' mission subsistence allowance rate from $191 per day to $229 per day effective 1 May 2008, and the upward revision of the mission subsistence allowance rate after 30 days from $122 per day to $143 per day, also effective 1 May 2008.

	Variance	
Military contingents	$332.0	0.2%

• Mandate: change in strength of military personnel

72. The additional requirements under this heading are attributable mainly to the repatriation of one battalion's contingent-owned equipment following the drawdown in military troop strength by 665 in October 2009 and the inland transportation of contingent-owned equipment associated with the relocation of troops to new locations. Additional requirements are also attributable to an increase in commercial airfares and personal effects shipment charges.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

73. Further requirements of resources are due to the upward revision of the first 30 days' mission subsistence allowance rate from $191 per day to $229 per day effective 1 May 2008, and the upward revision of the mission subsistence allowance rate after 30 days from $122 per day to $143 per day, also effective 1 May 2008. The full mission subsistence allowance rate is paid to 120 staff officers and partial mission subsistence allowance is paid to 279 gendarmes. In addition, an increase in the contractual obligation for warehousing rations also contributed to the additional requirement of resources.

74. This is offset in part by the reduced requirement in the standard troop cost reimbursement due to the repatriation of one battalion.

	Variance	
United Nations police	($113.3)	(0.5%)

- **Cost parameters: change in mission subsistence allowance policy**

75. Lower requirements under this heading are due mainly to the use of a delayed deployment factor of 13 per cent, compared to 7 per cent in 2008/09. This is offset by the upward revision of the first 30 days' mission subsistence allowance rate from $191 per day to $229 per day effective 1 May 2008, and the upward revision of the mission subsistence allowance rate after 30 days from $122 per day to $143 per day, also effective 1 May 2008.

76. Lower requirements are also attributable to lower provisions for death and disability compensation based on historic patterns.

77. The lower requirements are partially offset by an increase in travel on emplacement, rotation and repatriation attributable to an increase in airfares and personal effects shipment charges.

	Variance	
Formed police units	$382.4	2.1%

- **External: change in market price levels**

78. The additional requirements under this heading are due to increases in the cost of rations, and in travel on emplacement, rotation and repatriation as a result of increases in commercial airfares and personal effects shipment charges.

	Variance	
International staff	$15 754.3	24.9%

- **Cost parameters: implementation of new contractual arrangements**

79. Additional requirements under this heading are attributable mainly to the changes to staff salaries, common staff costs and post adjustment pursuant to the approval by the General Assembly in its resolution 63/250 of new contractual arrangements for staff and effective 1 July 2009.

	Variance	
National staff	$164.9	1.0%

- **Management: additional inputs and outputs**

80. The additional requirements under this heading are attributable mainly to the proposed conversion of 9 international posts to national posts. This is offset by a decrease in hazardous duty station allowance due to a reduction in the estimated number of personnel travelling to hazardous duty stations.

	Variance	
United Nations Volunteers	$783.7	7.1%

- **Cost parameters: change in allowance rates**

81. Additional requirements are attributable mainly to the upward revision of the Volunteer Living Allowance to $2,428 from $2,152 per month, as well as an upward revision of the settling-in grant to $4,854 from $4,431 per volunteer, effective from 1 July 2008.

	Variance	
General temporary assistance	$509.2	91.1%

- **Cost parameters: implementation of new contractual arrangements**

82. Additional requirements are attributable mainly to the international general temporary assistance category and the changes to staff salaries, common staff costs and post adjustment pursuant to the approval by the General Assembly in its resolution 63/250 of new contractual arrangements for staff and effective 1 July 2009. Further requirements are also attributable to the assumption that all general temporary assistance staff will be on board at UNOCI from 1 July 2009.

83. This is offset by a reduction in hazardous duty station allowance due to a reduction in the estimated number of personnel travelling to hazardous duty stations.

	Variance	
Official travel	$1 893.2	68.7%

- **Cost parameters: change in mission subsistence allowance policy**

84. Additional requirements under this heading are attributable mainly to the non-training category, and are due to the revised policy to reflect mission subsistence allowance for within-mission travel under this category, and not under the relevant human resource category, as previously practised. The number of trips proposed for 2009/10 is 4,290. This represents a decrease of 1,019 trips from 2008/09.

	Variance	
Facilities and infrastructure	$5 958.5	13.9%

- **Management: additional inputs and outputs**

85. The additional requirements under this heading are attributable mainly to the acquisition of prefabricated hard wall modular buildings needed to house contingent personnel who have been accommodated in tents since their move to new camps in the previous budget period; rental of premises; and security services for the provision of minimum operating residential security standards services, for all international staff, military observers and United Nations police personnel.

	Variance	
Ground transportation	($1 580.8)	(10.7%)

- **Management: reduced inputs and same outputs**

86. The reduced requirements are due to reduced provisions for fuel consumption by 27 per cent, based on the Operation's past expenses, as a result of the departure of one motorized battalion from October 2009.

87. The reduction in requirements is offset by the proposed replacement of 56 Toyota 4x4 general purpose vehicles, and procurement of an additional 18 vehicles to meet the Operation's requirements.

	Variance	
Air transportation	$4 795.2	10.2%

- **External: change in market price levels**

88. The additional requirements for air transportation are attributable mainly to an increase in the market price of aircraft fuel from $0.91 per litre to $1.50 per litre, and the increase in consumption of fuel from 7.8 million litres to 8.8 million litres. The increase in fuel consumption will be mitigated by the implementation of the aviation fuel farms system.

	Variance	
Naval transportation	($19.8)	(35.9%)

- **Management: reduced inputs and same outputs**

89. The reduced requirements under this heading are attributable to the lower daily consumption rate of fuel per boat provided for two marine boats.

	Variance	
Communications	($1 995.2)	(9.2%)

- **Management: reduced inputs and same outputs**

90. The reduced requirements under this heading are attributable to the reduced need for communications equipment following the implementation of a new strategy for voice and data communications services using microwave technology in place of satellite technology.

91. In addition, the activity volume of the public information services office is expected to decrease following the holding of elections.

	Variance	
Information technology	$3 056.0	53.7%

- **Management: additional inputs and outputs**

92. The additional requirements under this heading are attributable mainly to proposed provisions for the replacement of desktop computers and monitors, laptops, network switches, routers, servers, backup systems, printers and digital senders which have reached the end of their lifespan and are beyond economical repair.

93. This is offset in part by reduced requirements for centrally managed licences as a result of a reduction in licence fees by $220 per year per computer, and a reduction in the number of laptops to be used.

	Variance	
Medical	($339.5)	(4.7%)

- **Management: reduced inputs and same outputs**

94. Reduced requirements under this heading relate to the reduction proposed in the number of aero-medical evacuations outside the Operation from 2 evacuations per month to 1 evacuation per month.

95. This is offset by the proposed procurement of medical kits for avian influenza prevention; and by additional requirements for contingent-owned equipment self-sustainment due to an increase in self-sustainment rates and the higher number of personnel cared for by medical facilities provided by troop-contributing countries.

	Variance	
Special equipment	($245.7)	(6.3%)

- **Mandate: change in strength of military personnel**

96. Reduced requirements under this heading are attributable to the reduction in contingent-owned equipment due to the reduced battalion strength from October 2009.

	Variance	
Other supplies, services and equipment	$734.1	15.3%

- **Management: additional inputs and same outputs**

97. The increased requirements are mainly due to an increase in the costs of freight and cartage charges to be incurred for customs clearance, freight forwarding and transportation by United Nations-owned equipment. The costing for this activity is estimated based on the expenditure of previous financial years.

IV. Actions to be taken by the General Assembly

98. **The actions to be taken by the General Assembly in connection with the financing of UNOCI are:**

(a) **Appropriation of the amount of $505,799,500 for the maintenance of the Operation for the 12-month period from 1 July 2009 to 30 June 2010;**

(b) **Assessment of the amount of $42,149,958 for the period from 1 to 31 July 2009;**

(c) **Assessment of the amount of $463,649,416 at a monthly rate of $42,149,958 should the Security Council decide to continue the mandate of the Operation.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 61/276 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 61/276)

Decision/request	*Action taken to implement decision/request*
Section II: Budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs (para. 2).	Implemented. Resource planning assumptions indicate most significant management decisions and are further translated into resource requirements estimation.
Intensify efforts to improve the quality and timely issuance of peacekeeping documents (para. 3).	Implemented. Preliminary briefings and training sessions with the substantive and support sections have been conducted to improve the quality of reports and establish timeliness.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	Implemented. Improvements and efficiency gains report summarize the Operation's major initiatives to obtain greater improvement and efficiency gains.
Take further steps towards improving budget assumptions and forecasts and to report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	Implemented. The 2009/10 budget submission incorporates key programmatic assumptions derived from the Operation's mandated tasks, prevailing external economic and political factors and trend data analysis.
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	Implemented. Monthly review is undertaken by Self-Accounting Units and the Finance Section with a view to validating action on prior-period obligations. This resulted in a 67 per cent decrease in the cancellation of prior-year obligations to $3.75 million in 2007/08 from $9.38 million in 2006/07. In addition, monthly reviews on the implementation status of procurement/acquisition plan are conducted to prevent high year-end obligations' cancellations.

Section III: Results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	Implemented. The proposed 2009/10 resources requirements are derived from the Operation's mandate implementation plan, as indicated in the results-based-budgeting framework.
Section VII: Staffing, recruitment and vacancy rates	
Make greater use of national staff, as appropriate, commensurate with the requirements of the mission and its mandate (para. 3).	Implemented. The proposed 2009/10 resource requirement reflects a reduction of 14 international posts (5 to be abolished and 9 to be nationalized) in line with the mandated tasks, which have an increasing need for national content at the field level in order to support the restoration of the state authority throughout the country, and implementation of quick disarmament, demobilization and reintegration microprojects.
Ensure that vacant posts are filled expeditiously (para. 4).	Implemented. In addition to the establishment of vacancy monitoring tools and roster system, the Operation temporarily seconded a personnel staff to Headquarters in New York to assist in the expedition of the recruitment process. As the result of this, the vacancy rate has been substantially reduced.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the mission's mandate and concept of operations, and to reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	Implemented. As a result of a review of the Operation's staffing configuration, the budget reflects 5 international posts proposed for abolition as these functions were determined to be no longer required. In addition, the Operation has also earmarked 9 international posts for nationalization as there is available national capacity in Côte d'Ivoire to perform those tasks.
Section IX: Training	
Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	Implemented. The 2009/10 budget includes an increase in the number of external training courses and also the UNITAR online courses allotted for all national staff members. This allows for national staff to have the chance to avail of professional and technical development opportunities equally with international staff and United Nations Volunteers.
Section XIII: Air operations	
Improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the overbudgeting of air transportation requirements in some peacekeeping operations (para. 3).	Implemented. The implementation rate of air operations budget increased from 85 per cent in 2006/07 to 98 per cent in 2007/08 and reflects improvements made in determining budget estimates based on actual operations. The proposed 2009/10 budget highlights the continuation of regional cooperation with UNMIL, UNIPSIL, and the United Nations

	Organization Mission in the Democratic Republic of the Congo (MONUC) in order to obtain greater savings.
When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	Implemented. In addition to flight scheduling, the proposed 2009/10 budget also includes the Operation's plan to reduce flight distances for fuelling by establishing aviation fuel farms at several locations with a fuel provider. This efficiency gain will generate savings on fuel consumption and reduced flying hours, therefore adding to passenger safety.
Section XVIII: Quick-impact projects	
Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	Implemented. Quick-impact projects have been implemented without overhead charges through local partners.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	Implemented. The 2009/10 budget for quick-impact projects is based on a needs assessment. The uncertainty regarding the resolution of the Ivorian crisis requires confidence-building measures to avoid the deterioration of public confidence in the Operation and the peace process. Hence, quick-impact projects are still needed as a confidence-building measure.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	Implemented. The membership of the Quick-impact Project Review Committee includes a member from each United Nations agency present in Côte d'Ivoire. At field level, the Operation works with both international and local NGOs and with United Nations entities to identify potential quick-impact projects and avoid duplication of projects.
Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	Implemented. The Quick-impact Project Review Committee which includes members of the United Nations country team holds monthly meeting to examine, review and approve projects submitted by the quick-impact projects secretariat via agreed quick-impact projects standard operation procedures. The presence of United Nations entities in the Quick-impact Project Approval Committee provides assurance that quick-impact projects funds are used only for the specific purposes they have been designed for.
Section XX: Regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	Implemented. The proposed 2009/10 budget includes a regional cooperation such as joint border patrols, joint training programme, sharing of air assets and the information technology/communication system. The United Nations West African Administrative Conference is held every quarter among the 3 missions in West Africa (UNOCI,

	UNMIL and UNIOSIL) to seek further opportunities for regional cooperation and share best practices.
Section XXI: Partnerships, country team coordination a id integrated missions	
Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	Implemented. UNOCI, in conjunction with the United Nations country team, has developed a Framework for Coordination that makes provision for joint planning and meetings on issues that are of mutual interest. To support this process a joint Strategic Planning Cell has been established. The Strategic Planning Cell functions in support of the Strategic Coordination Group. The Group is comprised of a joint UNOCI and United Nations country team senior management that address all aspects related to an integrated approach towards the Operation's mandate. In addition, the United Nations system agencies, funds and programmes have entered into a United Nations Development Assistance Framework for the period 2009-2013 with the Government of Côte d'Ivoire. The Framework is a United Nations-coordinated planning tool which has been designed and agreed upon in full coherence with the national priority plan (the Poverty Reduction Strategy Paper for 2009-2013). The Framework document has 5 key priorities: peace consolidation, governance, economy, basic social services and environment.

B. Advisory Committee on Administrative and Budgetary Questions

(A/62/781/Add.13)

Request/recommendation	*Action taken to implement request/recommendation*
Civilian personnel	
The Advisory Committee notes the initial efforts by the mission to convert international posts to national posts, as indicated in the 2008/09 budget proposal by the conversion of four international posts. The Committee encourages the mission to continue its efforts to convert more international posts to national posts (para. 25).	The Operation has undertaken a round of staffing reviews in line with the Operation's mandate and changing political landscape. The proposed 2009/10 budget includes recommendations to abolish 5 international posts and nationalize 10 posts from the approved staffing structure.
Chief of the Human Rights Section	
While recommending approval of eight national posts in the Human Rights Section (A/62/750, para. 33), it considers that there are opportunities for even greater use of national posts in the Human Rights Section. The Committee considers that the respective responsibilities of UNOCI and	Staff working in the Operation's Human Rights Section contribute to the implementation of the OHCHR Action Plan which is incorporated into the Operation's results-based-budgeting frameworks in line with a memorandum of understanding between OHCHR and the Department of Peacekeeping Operations.

OHCHR need to be clarified and requests the Secretary-General to undertake a review and make proposals in the budget for 2009/10 (para. 26).

Air transportation

The Advisory Committee welcomes the lower requirements in connection with rotating United Nations military and police personnel on United Nations-chartered aircraft and encourages the mission to continue its efforts in this regard (para. 28).

Implemented. The proposed 2009/10 budget incorporates cost savings from sharing of air assets with UNMIL for rotation of military contingents and formed police unit. The Department of Field Support will continue to support the Operation in pursuing effective regional inter-mission arrangements. For West Africa, a wide-body aircraft has been based in UNMIL to cater for all regional mission activities including troops' rotations and the use of UNOCI helicopters has been extended to MINURCAT. The troop rotations are managed from United Nations Headquarters (Air Transport Section/Movement Control Section) in consultation and coordination with the regional missions. Furthermore, the Department of Field Support has set up a Strategic Air Operations Centre to implement effective global air assets usage and now is in operation at UNLB.

Quick-impact projects

The Committee was informed that the mission's deployment had been reconfigured considerably in the past year and that such projects may be funded beyond the start-up phase in the event of a major mandate revision. The Committee looks forward to receiving an update in the context of the budget proposal for 2009/10 (para. 30).

The Ouagadougou Peace Agreements' recommendation for the removal of the line of confidence has called for the redeployment of the Operation's contingents into new geographical areas. However, in areas such as Divo and Issia, in the West, and Adzope in the South, this redeployment has come across a stiff resistance from the local population. This resistance to allow access to the Operation by the local population shows that there is a continued need for confidence-building measures such as quick-impact projects for the population to accept the new reconfiguration of the Operation. Concrete actions such as quick-impact projects will help to avoid any further deterioration of public confidence in the Operation, its mandate and the peace process as they encourage a maximum level participation in the implementation of these projects by local NGOs and other community-based organizations involved in providing basic social services to communities. The renewed programme of quick-impact projects will not only focus on rebuilding and restoring confidence, reconciliation and cohesion with the Ivorian society, but will also result in an improved mutual understanding between the local populations and the UNOCI mandate and activities, through infrastructure rebuilding projects for schools and health centres, repair of water pumps and roads, provision of equipment, training and sensitization activities, revenue-generating projects,

	especially for vulnerable groups such as women and displaced persons. Forty quick-impact projects to be implemented in the 2009/10 period will give priority to areas where confidence-building measures need to be reinforced.

C. Board of Auditors

(A/62/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
The Board noted that requirements of the results-based-budgeting guidelines that all elements of the logical frameworks be formulated to be specific, measurable, attainable, realistic and time-bound had not been adhered to. The Board reiterated its previous recommendation that UNOCI ensure that all indicators of achievement and outputs for the results-based-budgeting framework are clear and measurable, and that they include baselines and targets for the current and the ensuing financial year in order to facilitate monitoring and reporting (paras. 79 and 80).	The budget office works closely with the Office of the Chief of Staff to ensure that as many as possible of the indicators of achievement and outputs for the results-based-budgeting framework are clear and measurable.
The Board noted that guidelines and procedures outlined under various sections of the Field Finance Procedure Guidelines on the handling of cash had not been adhered to. The Board recommends that the mission strictly observe guidelines and the procedures outlined under sections 2.4.1, 3.4 and 5.8 of the Field Finance Procedure Guidelines relating to the handling of cash (paras. 88 and 89).	Implemented.
At UNOCI, embarkation fees, amounting to $0.422 million, collected by the Government from each passenger during troop rotations, remained uncollected, despite efforts by UNOCI to obtain payment. The Board recommends that UNOCI, in coordination with Headquarters, make the necessary representation to the Governments of the concerned countries for the settlement of the long-outstanding amounts due the missions (paras. 95 and 96).	Partially implemented. Embarkation fee paid "Under Protest" has been recorded against receivable accounts against Airport authority "SODEXAM" and "AIERIA". The total outstanding amount with details has been forwarded to Legal Office and Office of the Chief of Staff for further follow-up with the Government authorities. Several steps have been taken by the senior management to resolve this issue including reporting to Ministry of Finance and Prime Minister's office. The Chief of Mission Support Office has included these long-outstanding receivables to status-of-forces agreement/status of mission agreement violation list forwarded to Headquarters in New York.

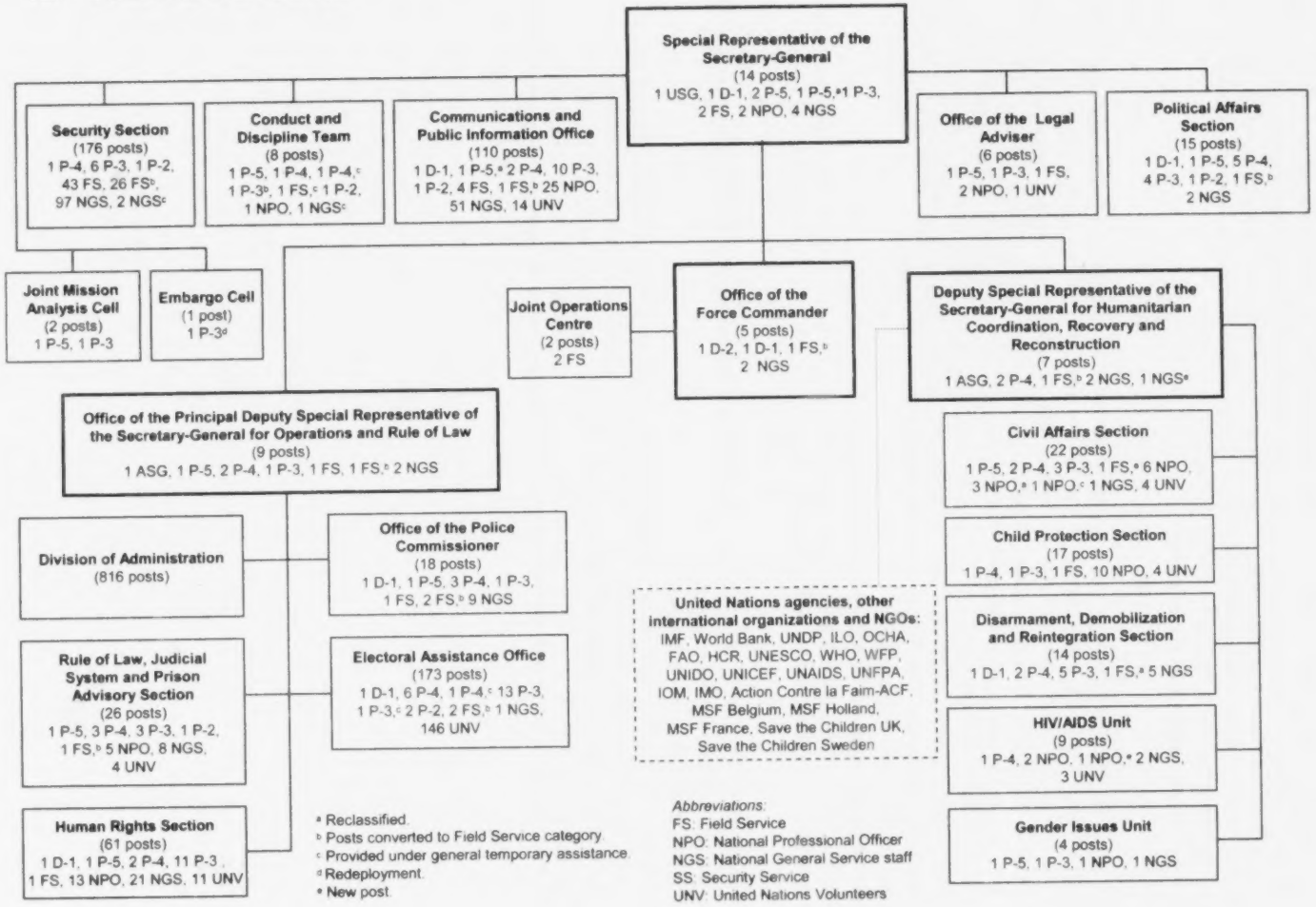
At UNOCI, non-expendable property increased to 22.73 per cent as at 15 September 2007, thus exceeding the 10 per cent level set in the guidelines to missions, dated July 2006. The Board recommends that the Administration expedite the review of non-expendable property at all missions to ascertain the realistic quantities that should be held and take appropriate measures to redeploy surplus assets to other missions in need of them or to UNLB, or to dispose of them (paras. 121 and 123).	Implemented. UNOCI has established mission-specific ratios and is now working towards maintaining acceptable levels.
The Board noted that the Local Property Survey Board and the Headquarters Property Survey Board had not acted promptly on some cases brought to their attention and those delays would result in additional storage costs. The Board reiterates its previous recommendation that the Department of Field Support and the Department of Management, respectively, ensure that the Local Property Survey Board and the Headquarters Property Survey Board expedite all cases that are brought to their attention, particularly in regard to assets that are pending write-off (paras. 128 and 129).	Implemented. The Property Disposal Unit now processes and liaises with the Finance Section to ensure that the revenue from sales are properly recorded and disposed assets are removed from the inventory databases in a timely manner.
The Board noted that 1,766 items of non-expendable property could not be located when a comparison was made between the physical count and the inventory records.	Implemented. The UNOCI 2007/08 Annual Physical Verification of United Nations-owned equipment was 99.9 per cent. The number of unlocated assets is decreasing and is also being investigated, and will be written off.
The Board reiterates its previous recommendations that the Administration ensure that: periodic physical verifications of non-expendable property at the various missions are carried out; discrepancies are promptly investigated; and corrective action is taken to avoid a recurrence (paras. 138 (g) and 139).	Monthly discrepancy reports are sent to all Self-Accounting Units for review and follow-up.
The Board recommends that the Administration ensure that troop-contributing countries adhere as far as possible to the requirements of the memorandums of understanding relating to the quality and standard of the equipment provided (para. 153).	Implemented. The Operation and the Department of Field Support has been working collaboratively to improve contingent-owned equipment management through regular briefings.
The Board noted that the mission electronic fuel accounting system had not been fully implemented at UNIFIL and that the existing turnkey contract of UNOCI with its fuel supplier had prevented the use of the system, although the data generated from its current fuel accounting	Partially implemented. The mission electronic fuel accounting system has not yet installed at UNOCI as the installation of this system requires a link between the UNOCI server and the server of the commercial vendor. A new vendor contract is currently still under negotiation. As an interim solution, the Fuel Unit will install a fuel log

systems (database and CarLog) were not reliable. The Board recommends that the Administration take measures to improve the reliability of the fuel consumption records of UNOCI (paras. 170 and 171).	system within the CarLog system in all United Nations-owned vehicles. The Fuel Unit will also put in place additional measures to further improve visibility of fuel consumption monitoring.
The Board observed that goods and services were not delivered on time and may result in the delayed delivery of mission mandates and pose threats to life and property. The Board recommends that the Administration, in conjunction with UNOCI, UNMIL and MONUC, identify the causes for delays in the issuance of purchase orders and adopt measures to ensure that all purchase orders are issued within a reasonable time after the approval of the related requisitions (paras. 183 and 184).	The Procurement Office was short staffed and experiencing backlogs as a result. The Procurement Section is making all efforts to recruit and fill the vacancies as well as inform all requisitioners on the requirements for a complete requisition to reduce delays and expedite the procurement process.
At UNOCI, vendor data were not entered in the Mercury database until after the invoices had been processed at the Finance Unit. The Board recommends that the management of UNOCI ensure strict compliance with the requirement relating to temporary vendors (paras. 213 and 215).	The Procurement Section enters vendor data into the Mercury database at the time of a tender bid, and activates a vendor on award of a contract, before purchase orders are raised.
At UNOCI, the record keeping was unsatisfactory in respect of three military contingents. The Board recommends that the management of UNOCI ensure that contingents submit weekly reports of stock balances and improve their record keeping for rations (paras. 242 and 243).	Implemented.
At UNOCI, human resources plans, including succession planning, were not yet in place. The Board reiterates its previous recommendation that missions, in conjunction with headquarters, develop and implement comprehensive human resources plans, as well as succession plans, to enable them to attract and retain suitably qualified and trained personnel (paras. 284 and 285).	Implemented. The Department of Field Support distributed a human resources action plan to all missions in July 2008.
At UNOCI, vacancy rates for international staff, local administrator and United Nations Volunteers were 16, 23 and 11 per cent, respectively. The Board recommends that the Administration expedite the filling of vacancies at all missions (paras. 292 and 293).	UNOCI has launched a recruitment campaign to fill its vacant positions. The campaign helped reduce the vacancy rate for international civilian personnel. All international vacant posts are reviewed at the senior management level with the purpose to abolish or nationalize the posts. Only essential posts will be maintained at the international category level. As the mission continues to review its staffing reconfiguration policy, it is possible that its vacancy rate will be adversely impacted.

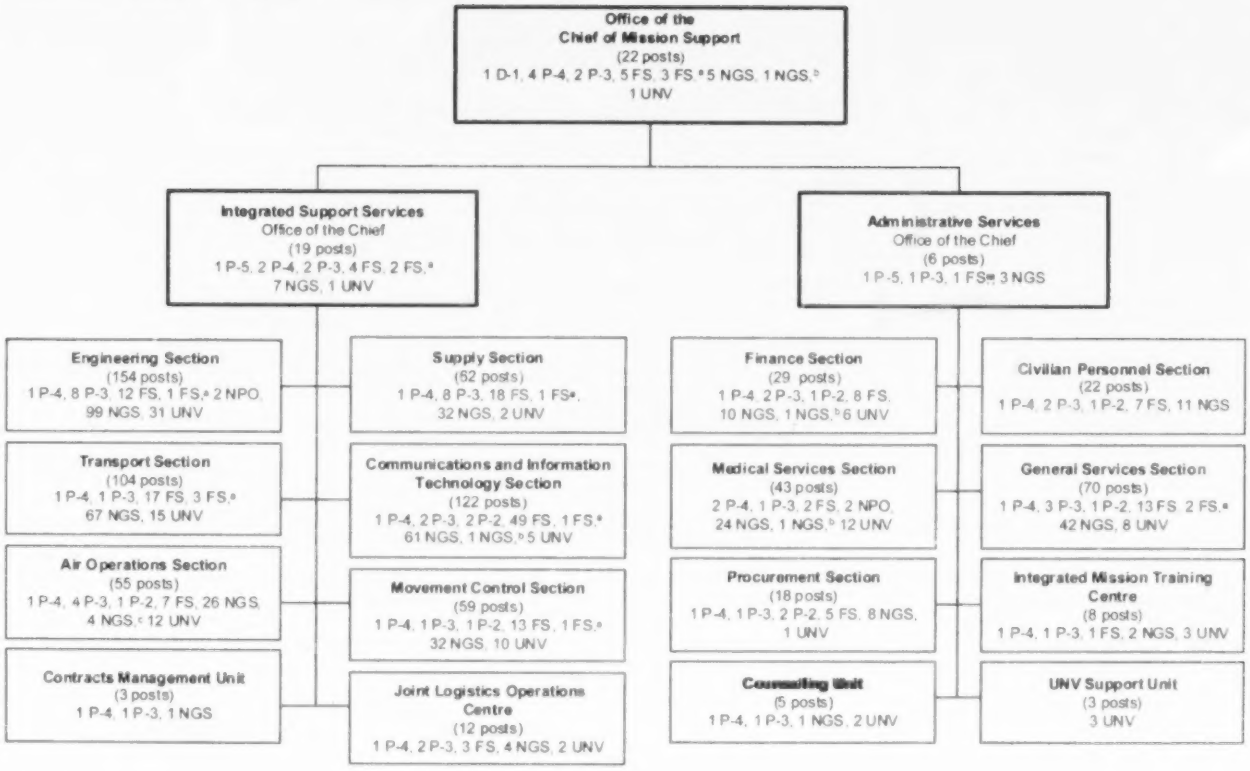
At UNOCI, although the gender balance had improved, women were still underrepresented. The Board recommends that the Administration continue to develop and implement strategies and targets in human resources plans with a view to achieving the 50/50 gender balance at all missions (paras. 301 and 302).	Not implemented. UNOCI continues to make a concerted effort to achieve optimal gender balance in its recruitment of personnel. The effort has been hampered by the lack of available qualified female applicants in certain occupational groups.
At UNOCI, training had not been conducted on a regular basis for military observers, officers and police staff, while not all battalion commanders had received trainers' training on the prevention of sexual exploitation and abuse. The contingents attributed this to the lack of trainers and insufficient number of translators, given the dispersed location of contingents. The Board recommends that UNOCI take the necessary measures to recruit trainers and translators in order to ensure that the required training of military contingents is undertaken (paras. 307 and 308).	Implemented. The Integrated Mission Training Cell visits the field to evaluate training programmes and to meet with contingents. UNOCI provides the troops with booklets which are translated in the United Nations official languages. In addition, UNOCI is applying the train-the-trainer approach in order to maximize its capacity to train military personnel who will then give the training to their subordinates/colleagues.
The Board recommends that UNOCI, in collaboration with the management at missions, develop strategies to ensure that quick-impact projects are completed within the agreed time frames and physical inspections are carried out periodically to ensure that the work undertaken is of an acceptable quality (para. 338).	The implementation of the recommendation is ongoing.

Annex I

A. Substantive offices


Special Representative of the Secretary-General
(14 posts)
1 USG, 1 D-1, 2 P-5, 1 P-5,a 1 P-3, 2 FS, 2 NPO, 4 NGS
Security Section
(176 posts)
1 P-4, 6 P-3, 1 P-2, 43 FS, 26 FSb, 97 NGS, 2 NGSc
Conduct and Discipline Team
(8 posts)
1 P-5, 1 P-4, 1 P-4,c 1 P-3b, 1 FS,c 1 P-2, 1 NPO, 1 NGSc
Communications and Public Information Office
(110 posts)
1 D-1, 1 P-5,a 2 P-4, 10 P-3, 1 P-2, 4 FS, 1 FS,b 25 NPO, 51 NGS, 14 UNV
Office of the Legal Adviser
(6 posts)
1 P-5, 1 P-3, 1 FS, 2 NPO, 1 UNV
Political Affairs Section
(15 posts)
1 D-1, 1 P-5, 5 P-4, 4 P-3, 1 P-2, 1 FS,b 2 NGS
Joint Mission Analysis Cell
(2 posts)
1 P-5, 1 P-3
Embargo Cell
(1 post)
1 P-3d
Joint Operations Centre
(2 posts)
2 FS
Office of the Force Commander
(5 posts)
1 D-2, 1 D-1, 1 FS,b 2 NGS
Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction
(7 posts)
1 ASG, 2 P-4, 1 FS,b 2 NGS, 1 NGSa
Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law
(9 posts)
1 ASG, 1 P-5, 2 P-4, 1 P-3, 1 FS, 1 FS,b 2 NGS
Civil Affairs Section
(22 posts)
1 P-5, 2 P-4, 3 P-3, 1 FS,a 6 NPO, 3 NPO,a 1 NPO,c 1 NGS, 4 UNV
Division of Administration
(816 posts)
Office of the Police Commissioner
(18 posts)
1 D-1, 1 P-5, 3 P-4, 1 P-3, 1 FS, 2 FS,b 9 NGS
Child Protection Section
(17 posts)
1 P-4, 1 P-3, 1 FS, 10 NPO, 4 UNV
United Nations agencies, other international organizations and NGOs:
IMF, World Bank, UNDP, ILO, OCHA, FAO, HCR, UNESCO, WHO, WFP, UNIDO, UNICEF, UNAIDS, UNFPA, IOM, IMO, Action Contre la Faim-ACF, MSF Belgium, MSF Holland, MSF France, Save the Children UK, Save the Children Sweden
Disarmament, Demobilization and Reintegration Section
(14 posts)
1 D-1, 2 P-4, 5 P-3, 1 FS,a 5 NGS
Rule of Law, Judicial System and Prison Advisory Section
(26 posts)
1 P-5, 3 P-4, 3 P-3, 1 P-2, 1 FS,b 5 NPO, 8 NGS, 4 UNV
Electoral Assistance Office
(173 posts)
1 D-1, 6 P-4, 1 P-4,c 13 P-3, 1 P-3,c 2 P-2, 2 FS,b 1 NGS, 146 UNV
HIV/AIDS Unit
(9 posts)
1 P-4, 2 NPO, 1 NPO,a 2 NGS, 3 UNV
Human Rights Section
(61 posts)
1 D-1, 1 P-5, 2 P-4, 11 P-3, 1 FS, 13 NPO, 21 NGS, 11 UNV
Gender Issues Unit
(4 posts)
1 P-5, 1 P-3, 1 NPO, 1 NGS
a Reclassified.
b Posts converted to Field Service category.
c Provided under general temporary assistance.
d Redeployment.
e New post.
Abbreviations:
FS: Field Service
NPO: National Professional Officer
NGS: National General Service staff
SS: Security Service
UNV: United Nations Volunteers

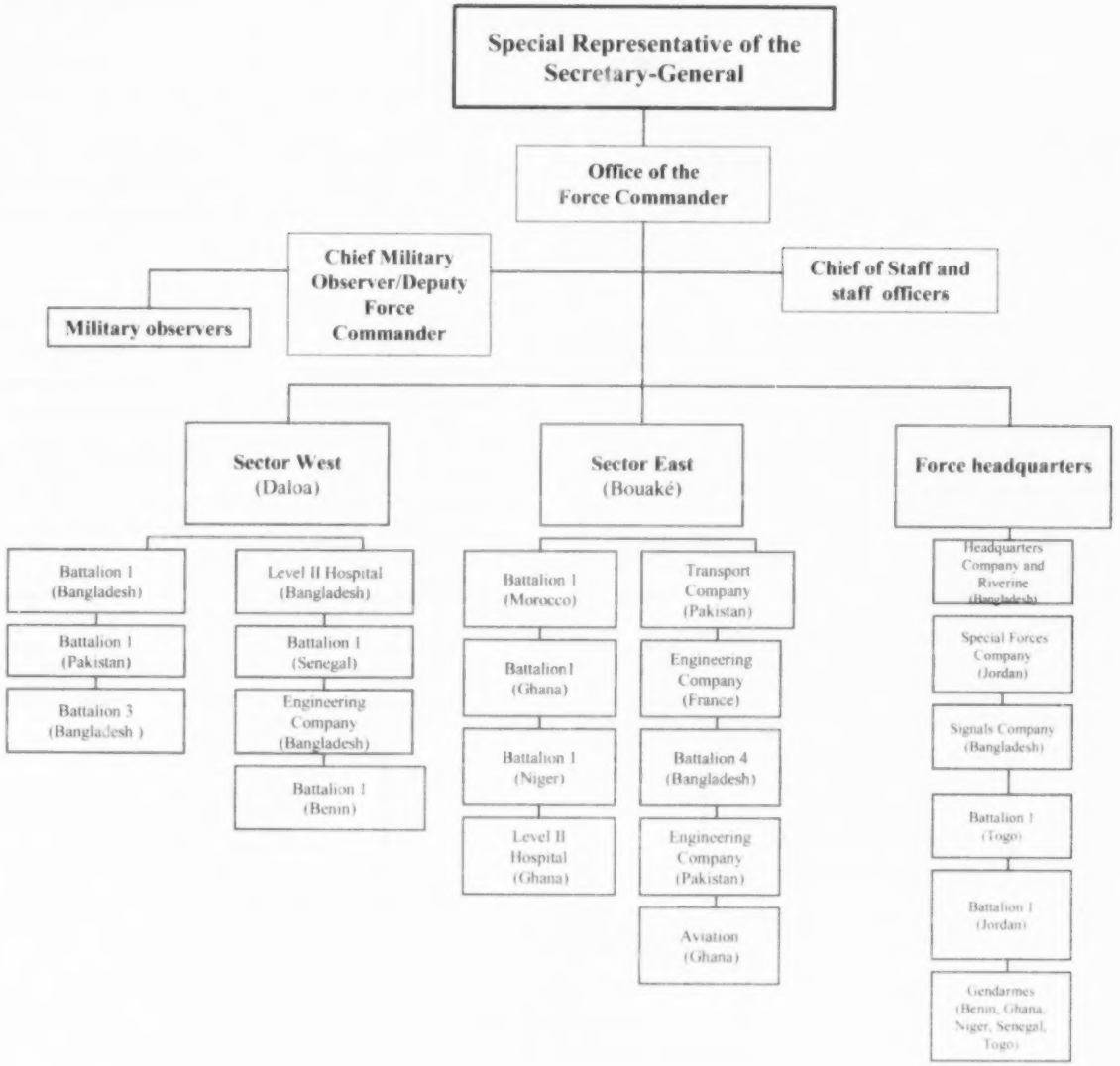
B. Administrative offices


Office of the Chief of Mission Support
(22 posts)
1 D-1, 4 P-4, 2 P-3, 5 FS, 3 FS,[a] 5 NGS, 1 NGS,[b] 1 UNV
Integrated Support Services
Office of the Chief
(19 posts)
1 P-5, 2 P-4, 2 P-3, 4 FS, 2 FS,[a] 7 NGS, 1 UNV
Administrative Services
Office of the Chief
(6 posts)
1 P-5, 1 P-3, 1 FS,[a] 3 NGS
Engineering Section
(154 posts)
1 P-4, 8 P-3, 12 FS, 1 FS,[a] 2 NPO, 99 NGS, 31 UNV
Transport Section
(104 posts)
1 P-4, 1 P-3, 17 FS, 3 FS,[a] 67 NGS, 15 UNV
Air Operations Section
(55 posts)
1 P-4, 4 P-3, 1 P-2, 7 FS, 26 NGS, 4 NGS,[c] 12 UNV
Contracts Management Unit
(3 posts)
1 P-4, 1 P-3, 1 NGS
Supply Section
(62 posts)
1 P-4, 8 P-3, 18 FS, 1 FS[a], 32 NGS, 2 UNV
Communications and Information Technology Section
(122 posts)
1 P-4, 2 P-3, 2 P-2, 49 FS, 1 FS,[a] 61 NGS, 1 NGS,[b] 5 UNV
Movement Control Section
(59 posts)
1 P-4, 1 P-3, 1 P-2, 13 FS, 1 FS,[a] 32 NGS, 10 UNV
Joint Logistics Operations Centre
(12 posts)
1 P-4, 2 P-3, 3 FS, 4 NGS, 2 UNV
Finance Section
(29 posts)
1 P-4, 2 P-3, 1 P-2, 8 FS, 10 NGS, 1 NGS,[b] 6 UNV
Medical Services Section
(43 posts)
2 P-4, 1 P-3, 2 FS, 2 NPO, 24 NGS, 1 NGS,[b] 12 UNV
Procurement Section
(18 posts)
1 P-4, 1 P-3, 2 P-2, 5 FS, 8 NGS, 1 UNV
Counselling Unit
(5 posts)
1 P-4, 1 P-3, 1 NGS, 2 UNV
Civilian Personnel Section
(22 posts)
1 P-4, 2 P-3, 1 P-2, 7 FS, 11 NGS
General Services Section
(70 posts)
1 P-4, 3 P-3, 1 P-2, 13 FS, 2 FS,[a] 42 NGS, 8 UNV
Integrated Mission Training Centre
(8 posts)
1 P-4, 1 P-3, 1 FS, 2 NGS, 3 UNV
UNV Support Unit
(3 posts)
3 UNV

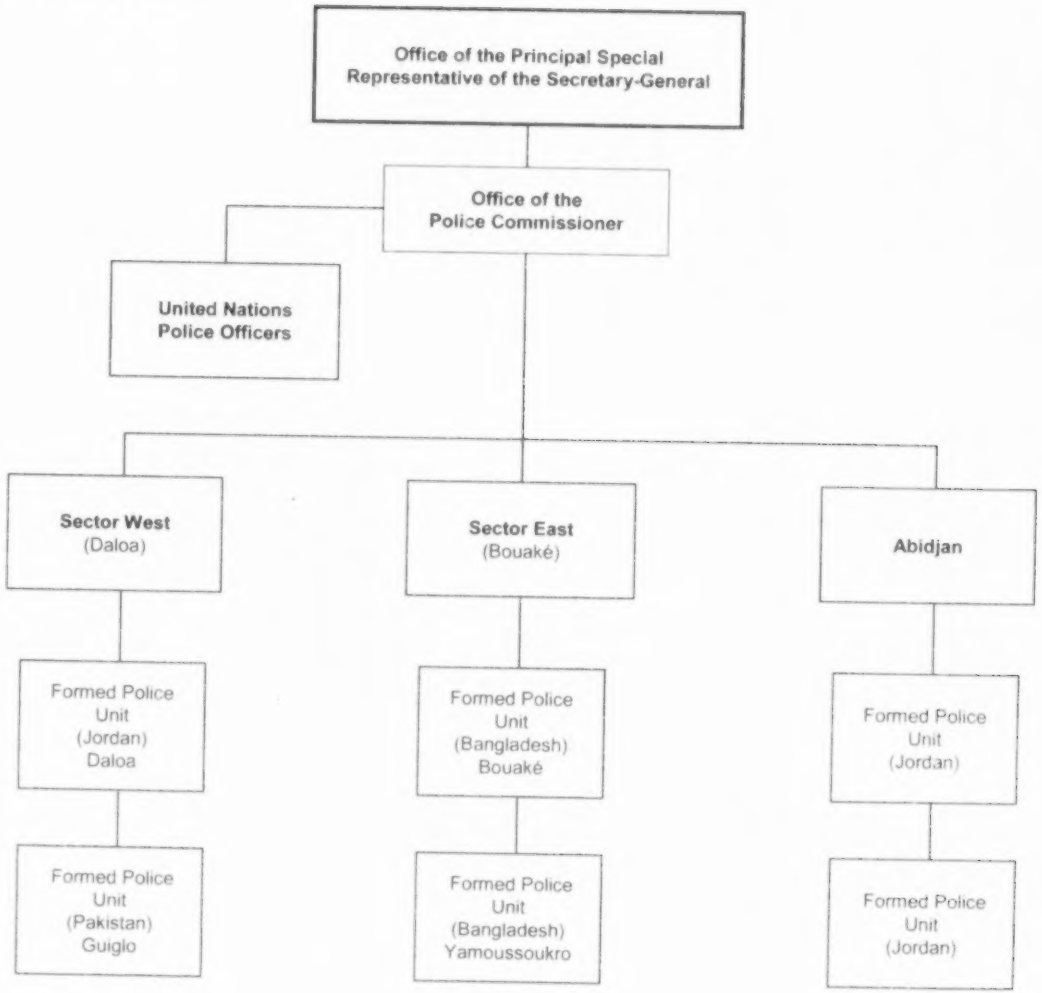
[a] Posts converted to Field Service category
[b] Reclassified
[c] Provided under general temporary assistance

Abbreviations:
FS: Field Service
NPO: National Professional Officer
NGS: National General Service staff
SS: Security Service
UNV: United Nations Volunteers

C. Military component



D. Police component


Office of the Principal Special Representative of the Secretary-General
Office of the Police Commissioner
United Nations Police Officers
Sector West (Daloa)
Sector East (Bouaké)
Abidjan
Formed Police Unit (Jordan) Daloa
Formed Police Unit (Pakistan) Guiglo
Formed Police Unit (Bangladesh) Bouaké
Formed Police Unit (Bangladesh) Yamoussoukro
Formed Police Unit (Jordan)
Formed Police Unit (Jordan)

Annex II

Information on funding provisions and activities of United Nations system agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Peace consolidation and protection of human rights	Individuals recover the "*usus*" of their property or are compensated	• Property laws and land tenure applicable laws are published and are known • Establishment of local committees for the purpose of transferring to the legitimate owners their property • Institutional capacities of national and local authorities in terms of property conflict resolution and restitution of property are reinforced	Ministry of Justice and Human Rights, Ministry of Interior, Ministry of Solidarity and Victims of War, Ministry of Reconstruction and Reinsertion NGOs: CARE, Norwegian Refugee Council (NRC), Ivorian Human Rights League (LIDHO), Ivorian Movement for Human Rights (MIDH)
	Individuals residing in the country enjoy fully their rights and duties	• Applicable laws to identification and nationality related matters are known • Individuals without legal binding documents enjoy legal assistance • Civil registries are re-established and modernized • Individuals without any identity papers are estimated • Every birth is duly registered	Ministry of Justice and Human Rights, Ministry of Interior, Ministry of Foreign Affairs, Ministry of Solidarity and Victims of War, Ministry of Planning and Development NGOs: Network of African Women Ministers and Parliamentarians, NRC, Comunità di Sant'Egidio UNOCI: Civil Affairs
	Local communities affected by the conflict are living and working together	• Local communities are involved in construction or rehabilitation of infrastructure • Culture and education for peace are strengthened • Mechanism for monitoring and protection of human rights is put in place and operational • Local peace/protection committees are strengthened	Ministry of Solidarity and Victims of War, Ministry of Family, Women and Social Affairs, Ministry of Reconstruction and Reinsertion, Ministry of Labour, Ministry of National Education, National Programme of Reintegration and Community Rehabilitation (PNRRC), National Steering Committee for the Redeployment of the Administration (CNPRA) NGOs: Afrique Secours et Assistance, Association de Soutien à l'Auto-promotion Sanitaire, Caritas, Mutuelle pour le développement, la santé et la sécurité alimentaire, International Rescue Committee, Norwegian Refugee Council (NRC), Danish Refugee Council (DRC), Search for Common Ground, CARE International, Save the Children-United Kingdom, Save the Children-Sweden, Solidarités
	Freedom of movement of people and goods in the country	• Local communities are sensitized against the illicit use of weapons • Monitoring of human rights is effective	Ministry of Justice and Human Rights, Ministry of Interior, Ministry of Defence, Ministry of Family, Women and Social Affairs, Ministry of Planning and Development, Ministry of Foreign

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Local communities and defence forces are sensitized on human rights	Affairs, Coordination de la politique nationale sur les armes légères
		• Republican principles and international standards are known to the Army	UNOCI: Rule of Law and United Nations police
Governance	Ivorian administration more effective, transparent and accountable	• Capacity-building of State authorities is strengthened (prospective, planning and control)	Office of the President (Inspection Générale d'Etat), Office of the Prime Minister
		• Capacity-building in terms of planning and public policy monitoring and evaluation are strengthened	Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Civil Service
			NGOs: Community-Based Organizations, civil society organizations, Consumer Association, LIDHO, MIDH
	Electoral processes are inclusive and democratic	• Capacity-building in terms of management of electoral processes in accordance with international standards is strengthened	Office of the President, Office of the Prime Minister, Ministry of Interior, Ministry of Defence, Ministry of Economy and Finance, Ministry of Justice and Human Rights, Ministry of Family, Women and Social Affairs, Ministry of Reconstruction and Reinsertion, Ministry of Communication, National Statistical Institute, National Identification Supervisory Commission, Economic and Social Council, Fonds pour le développement de la formation professionnelle, Political parties, media
		• Capacity-building in terms of the participation of media and population to the democratic process is strengthened	
			UNOCI: Electoral Assistance Division, Gender Adviser, Public Information Office
	Democratic institutions (Executive, Legislative and Judiciary) are protecting the fundamental rights	• Institutional framework applicable in connection with protection, security, promotion of human rights in accordance with international standards	Office of President
			Office of the Prime Minister
		• Effective and efficient functioning of the Judiciary in the country	Ministry of Interior, Ministry of Defence, Ministry of Justice and Human Rights, Ministry of Family, Women and Social Affairs, Parliament
		• Mechanisms are in place to ensure an independent functioning of the justice and security systems	NGOs: LIDHO MIDH, Forum Ivoirien de la Sécurité, local communities, Observatoire pour la Liberté de la Presse, de l'Ethique et de la Déontologie
		• Legal framework applicable to justice and security are amended so as to incorporate the applicable international standards in terms of protection of human rights	UNOCI: Rule of Law, United Nations police, Child Protection
		• Civil society organizations in general and human rights organizations in particular are strengthened in terms of capacity-building	
		• Conditions of detainees are enhanced	

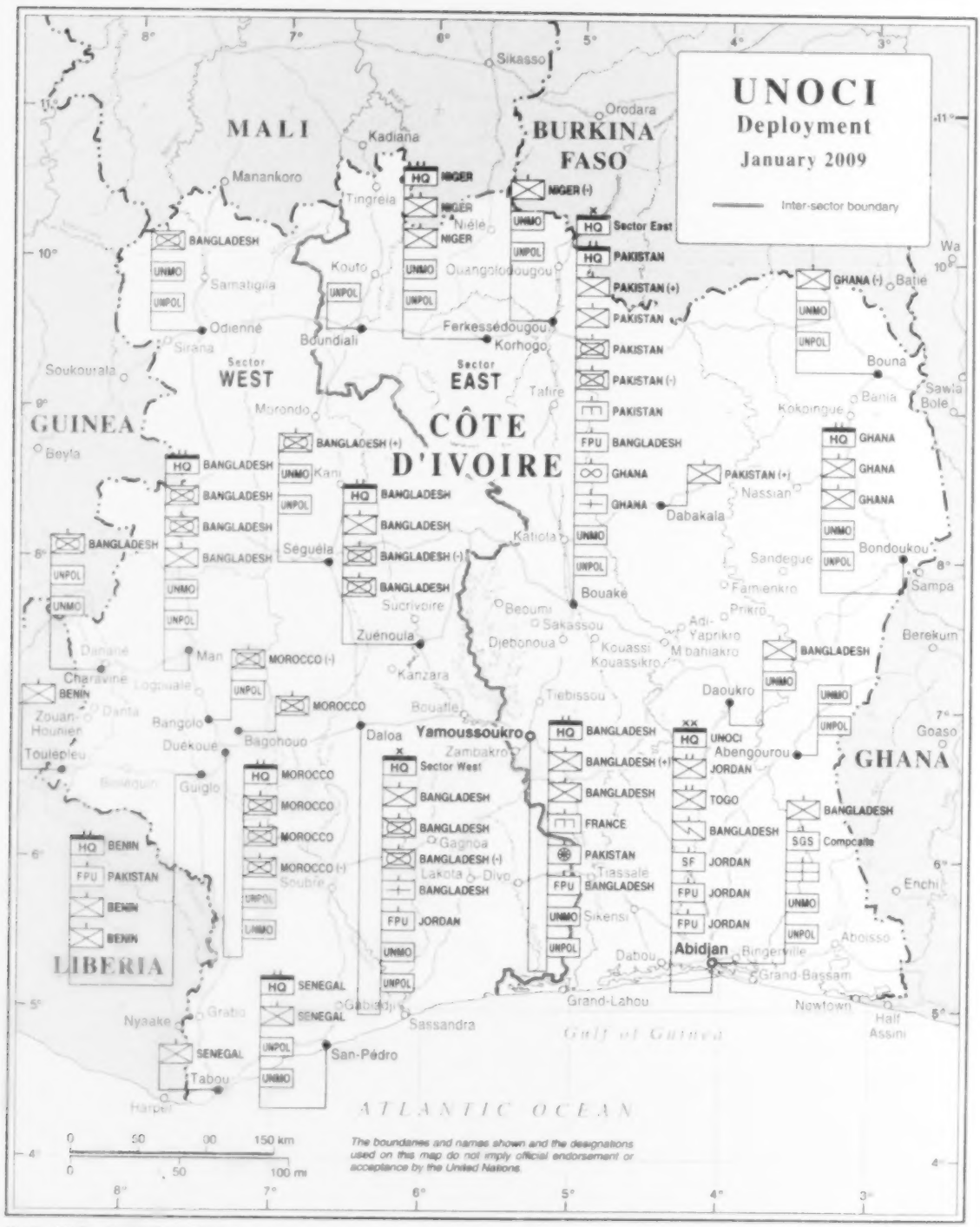
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Decentralization and local development are effective	• Applicable legislation in terms of transfer of powers (from central authorities to local authorities) is enacted • Strengthening of capacity-building of local authorities • Financing mechanisms are put in place to ensure implementation of transfer of powers from central to local level • Inclusive participation of local communities to local decision-making processes • Civil society organizations are strengthened to allow their involvement at the local development process • Strengthening of media so as to allow more accountable communication	Office of the Prime Minister Ministry of Interior Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Communication, local authorities, Fund for Professional Development and Training, Secretariat National à la Gouvernance et au Renforcement des Capacités NGOs: local human rights NGOs UNOCI: Public information office
	Gender balance and basic rights for women are duly taken into consideration at policy and programmes' levels	• Institutional frameworks and national policies take duly into consideration the gender aspect at national and local levels • Better autonomy and decision-making by women is enhanced • National responses vis-à-vis gender-based violence is strengthened	Office of the President Office of the Prime Minister Ministry of Family, Women and Social Affairs, Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Agriculture, Ministry of Trade, Ministry of Civil Service, Ministry of Technical, Education, and University, Ministry of National, Education, Ministry of Health and Public Hygiene, local authorities NGOs: gender, local community-related UNOCI: gender
Basic social services	Equitable access of girls and boys to basic education is enhanced and increase in the number of children having achieved the primary	• Increase of the education offer of the prescolaire and primary • Number of children having access to food in school is increased • Implementation of the National Education Plan for girls • Communities are sensitized to children's rights to education • Promotion of women alphabetization • Public funding so as to ensure free education • Capacity-building in terms of basic education staff is strengthened • Strengthening of informal education of teenagers • Pedagogical and material conditions are enhanced	Ministry of Education (Direction Regionale de l'Education Nationale, National Department of Cantines), Ministry of Technical Education and Vocational Training, Ministry of Youth and Sports, Ministry of Health and Public Hygiene, Ministry of Family, Women and Social Affairs, local authorities, local communities, NGOs

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanisms*
		• Scholar environment adapted to the children	
		• Sanitary conditions of children are strengthened	
	Supply and demand of health care is strengthened	• Access of pregnant women, nursing women and children under 5 years of age is strengthened	Ministry of Health and Public Hygiene, Ministry of Youth and Sports, Ministry of Planning and Development, local authorities, training institutions, NGOs
		• Offer and quality of immunization services are strengthened	
		• Quality of policy documents and directives applicable to sanitary services is strengthened	
		• Sanitary districts in CON areas are strengthened	
		• Sanitary structures are rehabilitated	
		• Management of medicinal products and inputs are enhanced	
		• Community habilitation	
		• Health-care system of universal health insurance is reframed	
		• Epidemiologic surveillance system is strengthened	
		• Prevalent diseases are duly taken care of	
		• Preparedness capacities towards humanitarian emergency responses are strengthened	
		• National capacities of National Nutrition Programme are strengthened	
		• Integrated services to reproductive and sexual health are strengthened	
		• Legal framework application to the National Programme of Health and Reproduction is strengthened	
		• Supply and demand of services in terms of integrated services to reproductive and sexual health for teenagers and youngsters are strengthened	
	Provision of services and global HIV/AIDS response is strengthened	• Coordination and fund-raising mechanisms for national response is strengthened	Ministry on fight against HIV/AIDS, Ministry of Youth, NGOs
		• Capacity-building in terms of monitoring and evaluation of governmental structures are strengthened	
		• Strategic National Programme against AIDS 2011-2015	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Preventive services are accessible to women, youngsters and other vulnerable groups • People infected and affected by HIV/AIDS benefit from a global health system • Protection strategy for the rights of HIV/AIDS-affected persons is strengthened • Capacity-building to response to humanitarian emergencies is strengthened	
	Equitable access to water, sanitation and hygiene (WASH) and energy services to the population in particular to women and children	• Access to drinkable water services is strengthened • Provision of and servicing of sanitation infrastructures is strengthened • Provision of energy services is strengthened • Technical and equipment capacity of local partners is strengthened • Best practices in terms of hygiene are made accessible to the population • Institutional and legal framework applicable to WASH is amended	Ministry of Economic Infrastructures, Ministry of Health and Public Hygiene, Ministry of Interior, Ministry of Mines and Energy, Ministry of Cities and Urban Health Côte d'Ivoire water distribution company (SODECI), private businesses, local authorities, NGOs
	Protection of vulnerable groups (women, and children) is strengthened against all kinds of abuses, exploitation and violence	• Sensitization of population against the risks of abuse, exploitation and violence • Victims of such abuse, exploitation and violence are taken care of • Amendment of the applicable legal framework to strengthen the protection of vulnerable groups, victims of abuse, exploitation and violation	Ministry of Family, Women and Social Affairs, Ministry of Health and Public Hygiene, Ministry of Technical Education and Vocational Training, Ministry of Justice and Human Rights NGOs: national and international
Economy recovery and food security	Capacity of central and local authorities in terms of economic governance, development policies is strengthened	• Management of public resources is strengthened • National and local capacities for the formulation of a reduction of poverty and growth policies are strengthened • Institutional framework in support of budgeting process is sensitized to gender-related matters • Strategic partnerships are strengthened • National capacity in terms of collection, analysis, and release of appropriate data is strengthened • National Programme for Food Security • Enhanced knowledge of the impact of HIV/AIDS in rural areas	Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Trade, Ministry of Industry and Promotion of the Private Sector, Ministry of Technical Education and Vocational Training, Ministry of Interior, Ministry of Family, Women and Social Affairs, Ministry of Justice and Human Rights

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
		• National capacities in terms of policy and strategy applicable to food security are strengthened	
		• Early warning mechanisms for food crisis are put in place	
	Activities from private sector are re-energized for the purpose of economic recovery	• Industrial policy (short to medium term) based on the transformation process of existing resources is implemented	Ministry of Animal Production and Fish Resources, NGOs, civil society organizations
		• Capacity of regulatory institutions is strengthened	
		• Capacity of small and medium-sized enterprises is strengthened	
		• Better knowledge of the impact of AIDS on the private sector	
	Job creation mechanisms in favour of youth, women, internally displaced persons and communities are put in place	• Rural development strategy towards youth and women	Ministry of Agriculture, Ministry of Solidarity and Victims of War, NGOs, civil society organizations
		• Vulnerable groups better trained	
		• Local communities and vulnerable groups have a better access to financial services	
		• Entrepreneurial activities and income-generating activities for youth, women, and vulnerable groups are created	
	Vulnerable households have access to available and good quality of food	• Access to seeds	Ministry of Agriculture, Ministry of Solidarity and Victims of War
		• Mitigation of post-crops losses	
		• Apprenticeship of food transformation, income-generating activities	
Environment	Policies, mechanisms and legal frameworks are in line with a sustainable management of the environment	• Technical capacities of national institutions are strengthened	Ministry of Environment, Water and Forestry, Ministry of Planning and Development, Ministry of Agriculture, Ministry of Interior, Ministry of Cities and Public Health, Ministry of Animal Production and Fish Resources, Chamber of Commerce and Industry, NGOs, civil society organizations
		• Central and local authorities are duly sensitized to the importance of the environmental issue	
		• Technical and operational capacities of national institutions are strengthened	
	Participation and inclusiveness of civil society to contribute to a sustainable management of the environment	• Public-private partnerships are strengthened	
		• Mechanisms in terms of community management of the environment are put in place	
		• Local population is sensitized and their capacity is strengthened for the protection and sustainable management of the environment	
		• Income-generating activities are put in place for better protection of classified forests	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Biotechnology, climate change and natural and technological disaster are more understandable by the Government	• Establishment of appropriate evaluation mechanisms of risks associated to biotechnology, climate change and natural and technological disaster are put in place • Planning documents and risks mitigation appropriate documentation are drafted and operational • Early warning and national contingency plans are established • Sensitization of the population	



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